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**WORK-LIFE BALANCE AMONG EMPLOYEES OF
PERKESO KUALA LUMPUR**



MASTER OF SCIENCE (MANAGEMENT)

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**WORK-LIFE BALANCE AMONG EMPLOYEES
OF PERKESO KUALA LUMPUR**

By

IDAWATI BINTI HAJI SUBARI

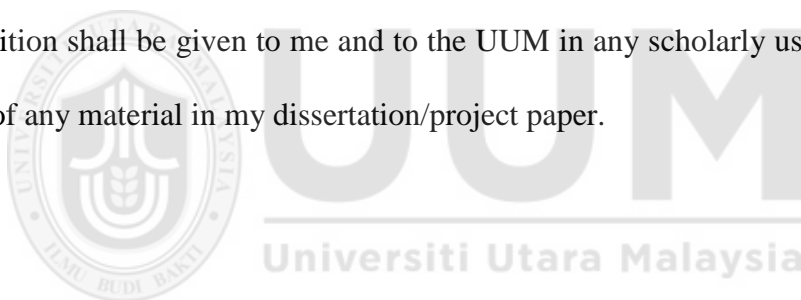


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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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in Partial Fulfillment of the Requirement for the Master of Science
(Management)**

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ABSTRACT

This study examined the relationship between four factors; Flexible work arrangement; Job sharing; Leave policy; Wellbeing program towards work-life balance among employees of Perkeso Kuala Lumpur. The study used adapted questionnaire and a total of 234 usable responses were received for a response rate of 90.0 per cent. The responses from the sample are used to test the hypotheses that there is a significant relationship between flexible work arrangement, job sharing, leave policy and wellbeing program towards work-life balance. The results indicated that all four factors mentioned were correlated positively with work-life balance among employees of Perkeso Kuala Lumpur. The findings of this study will help in terms of understanding the work-life balance and the four factors that influenced work-life balance. It was hoped that the findings of this study would add to a larger body of studies of work-life balance and factors that influences it, especially studies among Malaysian organizations.

Keywords: *Work-Life Balance; Flexible Work Arrangement; Job Sharing; Leave Policy; Wellbeing Program.*

ABSTRAK

Kajian ini mengkaji hubungan antara empat faktor; Susunan kerja yang fleksibel; Perkongsian pekerjaan; Dasar cuti; dan Program kesejahteraan terhadap keseimbangan pekerjaan di kalangan pekerja Perkeso Kuala Lumpur. Kajian ini menggunakan soal selidik yang diambil dari kajian terdahulu dan diubahsuai mengikut kesesuaian kajian ini. Sejumlah 234 respons yang telah diterima bersamaan dengan kadar tindak balas sebanyak 90.0 peratus. Respons dari sampel digunakan untuk menguji hipotesis bahawa terdapat hubungan yang signifikan antara pengaturan kerja yang fleksibel, perkongsian kerja, dasar cuti dan program kesejahteraan terhadap keseimbangan kerja. Keputusan kajian ini menunjukkan bahawa kesemua empat faktor yang disebutkan berkait secara positif dengan keseimbangan kerja di kalangan pekerja di Perkeso Kuala Lumpur. Penemuan kajian ini akan membantu dalam memberi pemahaman terhadap kepentingan mempunyai keseimbangan antara kerja-kehidupan serta faktor yang mempengaruhi keseimbangan antara kerja-kehidupan. Hasil keputusan daripada penemuan kajian ini diharap dapat membantu kajian-kajian yang lebih besar terutamanya kajian di kalangan organisasi Malaysia terhadap keseimbangan antara kerja dan kehidupan serta faktor-faktor yang mempengaruhinya.

Kata kunci : *Keseimbangan kerja-kehidupan; Susunan kerja yang fleksibel; Perkongsian pekerjaan; Dasar cuti; dan Program kesejahteraan pekerja.*

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LIST OF ABBREVIATIONS

WLB	Work-life Balance
FWAs	Flexible Work Arrangement
MNCs	Multinational Corporations
SMEs	Small Medium Enterprises
CEO	Chief Executive Officer
ICT	Information Communication Technology
SPSS	Statistical Package Social Science



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CHAPTER 1

INTRODUCTION

This section explained about the background of the study, a brief explanation regarding work-life balance, the problem statement on WLB and the factors that influenced WLB. This section had also clarified the research question, research objective and the significance of this study also the scope of this study.

1.1 Background of the Study

Nowadays everybody in this world is getting busier until there is no balance between work and personal life and it is a huge challenge to prioritize it. Work is almost to overrun our personal life and sustain work-life balance is not an easy job. Factors such as unstable economic cause employers and employees face difficulties in managing between works and personal life.

Furthermore, in recent years, the demands of work and house responsibilities have increased for employees because of a large part to demographic and place of business adjustments, the changes in family systems which led to the rise if single mother and father, growing numbers of women in the labour force, increasing of dual-career parents, unwillingness to accept the longer hours lifestyle, the rise of twenty four hours a day and seven days a week working time, technological advance and competitiveness in global economy directly caused a demand for efficiency employees. Due to this pressure not only caused an imbalance

of work and life but also this density and excessive strain also led to a reduction in job delight (Sekaran, 2010).

Responsibilities towards family and pressure from work make it difficult for individual to balance in work and personal life. When employees itself unable to certainly balance work and family it will led to difficulty to managing task at workplace too (Fapohunda, 2014).

Issues such as too much workload, stressful life, multiples roles, multi-tasking and dateline pressure will lead to work issues in the workplace. To assist these issues, most of the organizations are increasingly develop several kinds of practices including work-life balance (afterwards known as WLB) which planned to ease employees' efforts to meet both their employment-related and their personal commitments (Hobson *et al.*, 2001).

Usually WLB deals with capability of employees to arrange their work and personal life, family, health and social life. According to Kassim *et al.* (2013) job fulfilment and employees achievement is mostly connected with WLB.

Employees will give the best at work if their family's satisfaction has been fulfilled. Studies showed that when employees happy at home, tendency of imbalance work and life is low. So, WLB has become a concern for employers for organization around the world. According to Mayhew and Neely (2006) to implement WLB will cost a lot and there are many factors to be considerate.

Although studies shows that practices WLB can gain benefit for the entire organization and businesses, WLB itself is very wide to interpret and so many factors can influence to it. Therefore, it can be solved and achieved by highlighted the

important issue and factors of WLB that has received significant attention from employers and employees. In conclusion, WLB is the important issue in our country that need to be deliberate in depth to promote a better life for employees in Malaysia along with producing an efficiency workforce.

In this research, a particular interest is to look at some highlighted independent variables, namely flexible work arrangement, job sharing, leave policy and wellbeing program and what are their relationship towards WLB. This interest is originated from the rising need for organization to cater employee's demand on having balancing personal life and work life. It is hoped, that through this research, a better way of understanding employees needs and ways of giving more choices and spaces for employees to deal with their work and personal or family matters

1.2 Problem Statement

There are many factors or predictors that can influence WLB such as compensation and beneficitation, organizational support, financial assistance, work environment, career opportunities and etc. Through journals and articles reading, researcher suggested and narrow down to focus on these four factor; flexible work arrangement, job sharing, leave policy and wellbeing program.

There is a lot of organizational these days tried to create a tactic of gratifying long hours to meet with high demands in competence without care about employees others commitment aside than at the office.

Due to high work pressure, the need of urgently, globalization, and demographic changes also reflected in long hours and the evolution of evening and weekend work

leave. So employees should have flexibility in their working time. Lack of work flexibility and work overload due to the force of modern work such as information overload and advances in ICT might cause imbalance work-life and the needed of flexible work arrangement for employees to have manage their stability or balance in work and life.

An employee, who finds it hard to appropriately balance his or her family life, tends to facing problems in managing the work and their other personal responsibilities (Saleh, 2015), hence resulting in poor employee performance. This will cause imbalance in work-life such as employees will face fatigue and exhaustion, eventually will affect employees' health and well-being. To avoid this issues from happen, organization should develop job sharing among employees in the organization. Job sharing will give lot of benefits for employees and indirectly for employers.

In the community, there is growing concern that the quality of home and community life is deteriorating because in today's economy, there was a competing and multi-faced demands between work and home responsibilities. Rather than that, family members also do not have time to spend together.

Due to increasing numbers of working women in labour force and dual-career parents, quality time among family members is reducing which can cause a lot of drawbacks. So, leave policy can help to resolve this matters by giving some time for family to have a good time together. Hence, leave policy benefits are able to minimize the stress, imbalance and contribute to employees' satisfaction and time spends with their love ones.

Both work-to-life and life-to-work imbalance have also been related with increased stress and burnout between employees, Fenwick and Tausig (2006) mentioned that it can affect cognitive difficulties such as staying awake, lack of concentration, and low alertness, low motivation (Macewen & Barling, 1994), and reduced levels of general health (mental and physical) and energy, (Frone *et al.*, 1996). To reduce this kind of problems, organization should provide wellbeing program for its employees such as provide gym facilities at the office, hire a massager to help out employees be more relax while doing their work, provide a health seminar etc.

Thus, there is a view, widely promoted by some management writers but not strongly supported by sound empirical evidence, that workers are less willing to display unlimited commitment to the organization if there is no appropriate WLB. Lack of work-life balance is a serious problem with strong potential of negatively affecting not only employees, as well as employers.

Beauregard and Henry (2009) have identified the behavioural outcomes resulting from lack of work-life balance can reduced work effort, reduced performance, which led to increased absenteeism and turnover also increased in cost of operation indirectly reducing sales growth and organizational profit. In the long run, the organization's performance will be affected. In western countries, these kinds of problems lead to social problems like growing number of juvenile crime, unwillingness to take responsibility for care of old folks, drug abuse, broken home and less participation in community.

1.3 Research Questions

This research is conducted to examine the relationship of factors that are contributing to work-life balance among employees in Perkeso Kuala Lumpur. Factors that contribute towards WLB consist of flexible work arrangement, job sharing, leave policy and wellbeing program. The dependent variable is WLB among employees of Perkeso Kuala Lumpur. Below are the research question that structured based on the facts and issues mentioned in the problem statement.

1. Is there any relationship between flexible work arrangement and WLB among employees of Perkeso Kuala Lumpur?
2. Is there any relationship between job sharing and WLB among employees of Perkeso Kuala Lumpur?
3. Is there any relationship between leave policy WLB among employees of Perkeso Kuala Lumpur?
4. Is there any relationship between wellbeing program WLB among employees of Perkeso Kuala Lumpur?
5. What is the level of WLB, flexible work arrangement, job sharing, leave policy and wellbeing program?
6. Which factors have an impact on WLB among employees in Perkeso Kuala Lumpur?

1.4 Research Objectives

Based on the research questions mentioned above, the objectives for this research are to identify the factor that influences work-life balance among employees of Perkeso Kuala Lumpur. The specific research objectives are as following:

1. To determine the relationship between flexible work arrangement and WLB among employees of Perkeso Kuala Lumpur.
2. To determine the relationship between job sharing and WLB among employees of Perkeso Kuala Lumpur.
3. To determine the relationship between leave policy and WLB among employees of Perkeso Kuala Lumpur?
4. To determine the relationship between wellbeing program and WLB among employees of Perkeso Kuala Lumpur?
5. To identify the level of WLB, flexible work arrangement, job sharing, leave policy and wellbeing program.
6. To identify which factors influence WLB among employees in Perkeso Kuala Lumpur.

1.5 Significance of the Study

This research seeks to find out the four factors that influence towards WLB in Perkeso. This research therefore help to clarify did four factors; flexible work arrangement; job sharing; leave policy and wellbeing program influence WLB

practices of employees in an organization. This research also brings out specifically, the factors that contribute towards WLB practices which Perkeso has been able to make available to its employees and which of the independent variables has a strong impact towards WLB.

Furthermore, this study help enlighten management of various organizations of the various effects of factors that influence work-life balance can benefit the organizational in so many ways such as improve quality of work, reduce absenteeism, reduce turnover and improve employee's performance. Finally, importance of this study is therefore to highlight the four factors in WLB and how it affects the employees also an organization.

1.6 Scope of the Study

The scope of this research is to explore the work-related effect of WLB among employees of Perkeso Kuala Lumpur. The sample size was consisting of management employees from grade 19 and above which in these grade involving three level of managerial which are lower, middle and top management.

Indicating the three managerial levels is to explain that each of the level faces different kind of work demand and responsibilities due to their nature of work. Whereas choosing Perkeso organization because it is the headquarters and was located in the middle of the city, it has multi-racial employees and also was equipped with work-life balance practices.

1.7 Organization of the Thesis

Chapter one describes the contextual of the research. It discusses the importance of work-life balance, current issues and challenges faces by organizations in today's business environment which lead to implement various work-life balance practices as a solution. The research questions and objectives are developed based on the problem statement. Explanation of scope of the study and the significant of this research is also discussed.

Chapter two discussed about literature review from past research that support the independents and dependent variables in this research. Literature review for this research was divided into five elements based on IV and DV of this research which are work-life balance, flexible work arrangement, job sharing, leave policy and wellbeing program. Every elements has been critically review by the researcher in order to make this research relevance and reliable.

Chapter three demonstrate the framework and hypotheses of the research briefly for reader to easily understand about the research also clarified which method researcher used to prepare the questionnaire, in what way researcher handle the whole process of distribution and collecting the data, moreover, in this chapter also explain about sampling technique, sample size and population acquired by researcher as well explains the technique to analysis the data.

Chapter four interpret the findings of this research. All the result finding for this research has been further discuss in this chapter using numbers and tables. Other than that, it is also showed how the data that been carried out through SPSS. This part is

crucial due to processing the input (raw data) from questionnaire and the SPSS run the input to produce the output which is the result gained from the analysis by SPSS.

Chapter five clarified the summary of conclusions for this research also providing some recommendations and suggestions for future research regarding WLB topic or to fill any gaps from this research and came up with the new research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides an overview of previous research on flexible work arrangement, job sharing, leave policy, wellbeing program on WLB. It introduces the framework for the study that comprises the main focus of the research described in this thesis. The overall goals of this chapter were firstly to establish the significance of the general field of study, and then identify a place where a new contribution could be made. Concise input from the literature review in this study are to show that there are findings that supported the four factors that been studied in this research.

2.2 Work-life Balance

Work-life balance (WLB) is a concept that highlights equilibrium between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual). It is no exaggeration to say that every human has a right to work-life balance which is worth striving for, and gives pleasure to individuals. Nonetheless, one size does not fit all due to how each person views life and what does he or she prioritize. Certainly no human being can be treated inhumanely. From a vast spectrum, work-life balance includes the fulfilment of basic human rights particularly education, health, infrastructure improvement especially transportation and communication

systems, enforcement of democratic values, values of peace, gender equality, pluralism and altruism.

In general, these values are the universal human values taught by all religions and beliefs. In particular, the state of work-life balance can only be achieved when a person has the freedom to choose the form and type of work he is engaged in, as well as a decent and comfortable way of life. Unfortunately, in today's world, it is undeniable that most people are forced to live following a certain model of life and do the kind of work that are stressful, and which lead to depression. As a result, many people tend to get sick emotionally and physically, suffer from various diseases, and become frustrated and unhappy more often.

Due to the aforementioned circumstances, corporations and governments are expected to create policies and working systems that can facilitate comfort and safety for all workers. Conversely, every worker should set their priorities in his life so that they will not become a victim of stress that can distract their focus and jeopardize their position at work. Besides, they should always enjoy their work, and find golden time to spend with their family. This is to ensure environmental sustainability and peace in the community.

Everyone must understand that besides making money to provide for the necessities of daily life, one's job must also bring a sense of security, comfort, happiness, fun while working with colleagues, and provide leave and vacation for one to have fun with his family, relatives and friends. This is to say, one's work should not impede a person's interests and opportunities to develop in another field outside his workplace, or turn off one's innovation and creativity. Corporations, therefore, should not think

only about material gain. They have to also put emphasis on employee welfare and benefits.

Generally, there have been a number of research done on work-life balance as well as articles published regarding the topic. Even though the importance of WLB is indubitable in today's environment, many organizations especially in Malaysia pay no heed to it presuming that it does really give benefits to either the organizations or the employees. As far as the researcher's knowledge is concerned, WLB has been treated as an important issue and included in the policies in the western, and developed countries such as the United States of America, Singapore, Finland, Italy, Canada, Japan and the United Kingdom (International Monetary Fund, 2014). This is evident through a lot of journals on work-life balance published in those countries. Considering that Malaysia is a developing country, both private and government sectors should highlight this matter so that the organizations' performance and labour force that contributes to economic performance can be improved.

Malaysia's economy has been growing rapidly in parallel with the labour force that shows high female participation in various industries. This situation hence paves the way for both private and public organizations to initiate the practice of work-life balance in order to address employees' work-life imbalance. Due to globalization, the need for work-life balance has come into light in all places around the world. In Malaysia, companies are exerting long-term efforts to practice and provide work-life balance to their employees. Although work-life balance has not yet been widely practiced in Malaysia as compared with other developed countries, many organizations in Malaysia have started to be attentive to work-life balance and have therefore achieved numerous benefits as a result. Among the Malaysian companies

practicing work-life balance are IBM Malaysia, Nestle Malaysia, KPMG, Sime Darby, HSBC, Chevron, and the multinational companies (MNCs) (Nwagbara & Akanji, 2012). However, MacEachen *et al.*, (2008) also identified that notwithstanding many companies have initiated work-life balance policies, most of the Malaysian employees do not however achieve a healthy balance between their work life and personal life. It is worth noting that a high percentage of Malaysian employees are experiencing work-life imbalance. The findings from the first Malaysian Randstad work monitor who surveyed 405 employees on in workforce mobility for Q1 2012, stated that Malaysian employees are finding it difficult to strike a work-life balance. Over one third (38%) of those surveyed said their employers expect them to be available 24/7. Two thirds (66%) of the employees said that they are handling work-related matters outside of work hours and even on holidays (68%). The Randstad work monitor found two thirds (66%) of the employees felt that they fall short of their own expectations if they do not respond to emails or phone calls immediately.

Earlier period, organizations looked at “work” and “life” separately as two different and unrelated domains. Employees were expected to prioritise the organizations’ interests first, while their personal priorities were to be placed. It was implied that whatever happens to an employee outside the office is his own business. Meanwhile, whatever he does in the office is the organization’s business. Nonetheless, attitudes change over time. Organizations and managers in today’s world have come to accept the significance that a work-life balance has on one’s personal life. Today, many organizations perceive that personal life and work life complement each other and are not totally heterogeneous. This perception then leads to positive outcomes in the

life of the employees and the organizations' performance. A growing number of organizations have begun to adopt "work-life (family) programs" or "family-friendly practices". Prasad (2013) argued that the expression of "work-life balance" was first used in the late 1970s in the United Kingdom to describe the balance between one's work and personal life, and in 1986 in the United States. The diminishing separation between work and home life gives rise to this concept more than ever before. Work-life balance practices have tremendously turned into a phenomenon accentuated in all kinds of companies and are deemed as "organizational efforts to improve workplace well-being through the provision of services and resources" (Saleh & Aman, 2015).

As emphasized by several researchers, it is crucial to maintain work-life balance considering that it is one of the managerial strategies that can improve employees' performance and organizational performance (Greenhaus & Beutell, 1985). For the purpose of this study, the researcher took into account the definition of work-life balance proposed by Barrera (2014), as it is broad and comprehensive.

According to Barrera (2014), work-life balance is a situation that enables employers to cooperate effectively with employees by prioritizing the needs of the business and at the same time paying heed to the personal aspects of the employees' life. This is to say, the success of work-life balance policies and practices can only be attained through mutual efforts by both employers and employees. Based on the previous work-life literature, there are three dominant categories of work-life balance initiatives namely family, demography and culture (Barrera, 2014). Mordi and Ojo, (2013) asserted that the significance of work-life balance would vary for different people in accordance with their age, curiosity, value, and personality (Sheppard, 2016).

As an important area of human resource management, work-life balance is receiving increasing attention around the globe from policy makers, organizations, management, employees and their representatives (McCarthy *et al.*, 2010). The concept of work-life balance emerged based on the assumption of the separation of work and private life, from which the “balance” can be achieved only through a harmonious relation between work life and private life (Khallash & Kruse, 2012). To be balanced in life requires one to exercise one’s role at work and in the family with an equal level of attention, time, involvement, or commitment.

2.3 Flexible Work Arrangement

Flexible work arrangement indicates employees’ ability to be flexible and have control over work schedule, workplace, and the ways their work is performed (Lambert *et al.*, 2008). As aforementioned, the arrangement may include flexitime (e.g., compressed work weeks, staggered start and finish times, flexi hours, shift swapping), flexplace (e.g., working from home), reduced time (e.g., part-time, weekend work, seasonal work), or choices in performing required tasks (e.g., job sharing, job exchanges, project- based work). That being said, variations in time and place are not necessarily implied by work flexibility, but also the flexibility to share the job, career breaks (maternity/paternity leaves), the nature of work whether part-time and full-time, and term-time (Mathis *at el.*, 2010). In other study on flexible work arrangement, the researchers highlighted three broad categories namely flexitime (flexibility in scheduling), telehomeworking (flexibility in location), and part-time (flexibility in length of the work) (Possenriede & Plantenga, 2011). Even though each of the categories can be exercised separately, they are more often

combined to complement each other (Boroujeni & Asadi, 2012). Nonetheless, it should be noted that work flexibility only offers convenience in planning without reducing the working time. In short, flexibility in work indicates employees' ability to control their work schedule as well as location of work (remotely from office). It is expected that this ability in scheduling work would be offered by employers (Atkinson & Hall, 2011). In this research, the researcher mainly focused on two categories of arrangement as proposed by Boroujeni and Asadi (2012) which are flexitime and flexplace.

2.3.1 Flexitime

Flexi-time is a scheduling policy given by the organizations to the employees by which guidelines, full-time employees are able to determine or decide their own starting and ending working time. As the result, employees will have time to focus on matters outside of work without taking time off or neglecting their duties. Employees given this kind of flexibility will have less work-family spill over. Even if they are facing family related issues, it is expected that the issues will not affect their performance at the workplace. A flexible schedule gives employees more options with regard to time. Nonetheless, it is especially appropriate for the type of jobs that does not require specific work hours. Other options of work-life balance policies that can be provided by organizations to employees include educational classes relating to new born or family wellbeing. Such options have been proven resulting in less reported work-life imbalance (Fapohunda, 2014). The most common options currently practiced in Malaysia are staggered working hours, working from home or telework, and part-time employment. Staggered working hours or a flexible

system of attendance for civil servants has been made effective since June 2007 in accordance with the Service Circular Number 2, Year 2007 (Public Service Department of Malaysia, 2007). There are three options as to when employees can start and complete work (i.e., 7:30 am to 4:30 pm, 8:00 am to 5:00 pm, and 8:30 am to 5:30 pm) with the daily fulfilment of a fixed number of working hours. Meanwhile, multinational companies in the private sector have also started to provide this initiative for instance BASF, DELL, IBM, Intel Malaysia, Standard Chartered Bank Malaysia Berhad, and Sunway Group. They basically provide flexible working hours, but with more varying start and end times as compared to the public sector (M.Noor & Mahudin, 2012).

Four studies of the general workforce evinced a connection between flexible work practices and reduced work-life interference (Alexander and Baxter 2005; Skinner and Pocock 2008; Hayman 2009). Flexible time scheduling (e.g., change start and finish times) has a consistent impact on work-life interference. One study found the practice of flexi-place (job share) arrangements gives no work-life benefit (Hayman 2009), whereas another study by the same author, a year later observed a positive effect (Hayman 2010). Brough *et al.*, (2005) study used a combined measure of work resources that included flexible work arrangement. It was found that the greater use of the arrangements leads to the greater satisfaction with family life without highlighting work-family imbalance. In a study of New Zealand managers, the support for family-responsive policies including flexitime given by supervisors and organizations reduced the imbalance of work and life (O'Driscoll *et al.*, 2003). However, that alternative work scheduling depends on the employees' nature of work and personal circumstances. Thus it may not be preferred or suitable for all

workers. In a similar vein, a Cochrane Collaboration systematic review of flexibility interventions concluded that flexibility is beneficial when employees' control over work scheduling increases such as self-rostering shift-work (Shrestha & Joyce, 2011).

The flexible work arrangement are significant in helping employees reduce long work hours and overtime that can give bad effect towards their personal life. Moreover, working overtime will also increase cost for organizations. Besides, flexible work arrangement is introduced to help employees achieve balance between work and personal life by not spending too much time only for work. Previous research shows some indications relating to the working hours that are most likely to contribute to work-life interference. In a study of Australian fathers, Gray *et al.*, (2004) found that men working longer than 40 hours manifested a higher imbalance of WLB. Two Australian studies observed that prolonged long hours sustained over two years (Brown *et al.*, 2012) or 12 months (Peetz *et al.*, 2011) lead to poorer work-life outcomes.

Similarly, other studies observed that full-time working hours are associated with worse work-life outcomes (Hosking and Western 2008; Skinner and Pocock 2008), and that an organisational culture that practice long working hours also resulted in worse work-life balance (Macky & Boxall 2008; Peetz *et al.*, 2011). Previous research done by Hill *et al.*, in 2001 evinced the result of long work hours practiced by employees and organizations. 26 out of 30 reviewed studies showed that a higher number of work hours lead to imbalance between work and private life. The pattern was however found more consistent for female employees than male. In addition, there was strong evidence in 7 studies that overtime work led to poor work-life

balance. There is 2 studies from North America suggested that long work hours among mothers may have a negative effect on children's behaviour and verbal facility, but long-term effects have not been documented. Results from two cross-national studies suggested that work hours have an impact on work-life balance in different countries depending on social factors such as division of domestic work, gender role attitudes, child care facilities, family support, income, and attitude towards long work hours (Albertsen *et al.*, 2008).

That said, flexible work arrangement and career breaks are the low cost initiatives that could sustain one's skill in a long-term other than enhancing general skill development and eliminating barriers to workforce participation (Kluczyk, 2013). Previous research has indicated that employees who are given the right to control their working environment and practice the concept of work-life balance tend to suffer less stress-related illnesses. According to the CEO of an international work-life balance and consulting company, Worklifebalance.com, Jim Bird, "Work-life balance is a meaningful achievement and enjoyment in everyday life". He also believes that to achieve better work-life balance, each individual needs to work smarter which means getting more done in less time. The primary way companies can help facilitate work-life balance for their employees is through work-life practices associated with flexible working hours, reduction in working time or the implementation of family friendly policies. Notwithstanding the provision of work-life programs, most companies have not yet changed their organizational culture to support employees and managers who want to exercise work-life options. A research conducted by Kenexa Research Institute in 2007 recapitulates that employees who feel satisfied with their organization's efforts to support work-life balance have a

much lower intent to leave the organization, a greater pride in their organization, a willingness to recommend it as a place to work, and a higher overall job satisfaction. (Lazar *et al.*, 2010). It was found that the more organizations provide better facilities to maintain the balance between work and non-work activities, the more employees will stay loyal to the same organization. Therefore, organizations that want to retain their valued employees should think more about the issues relating to work-life balance and employee satisfaction.

2.3.2 Flexplace and Telecommuting

A study on telecommuting which was funded by United Nations Development Programme (1999) suggests a significant potential for flexplace and telecommuting within Malaysia's economy. The globalization of the modern world as well as the rising availability of good ICT infrastructure has made "telecommuting" a popular working method. The current trend of flexplace and telecommuting which is independent of location, space, and time is further flourished through the development of information technologies and the emergence of smart gadgets and virtual concept such as cloud computing. It is growing rapidly in developing countries. Japan allocated a budget about 2.7 trillion yen (about \$217, 63, 684, 000) for fiscal 2015 to incorporate work-life balance by introducing flexplace and telecommuting (Astro Awani, 2016).

In Malaysia, teleworking is still not widely recognized (Ng., 2010) and growing at slow pace (Heng *et al.*, 2012). Teleworking is one of the arrangements that organizations can offer to their employees to provide a better work-life balance, attract more talent, staff retention and save cost for both the employee and

organization, as well as for social cause (reducing greenhouse gas emissions). Even though teleworking has been promoted in Malaysia since 1990, there is still little acknowledgment regarding the implementation of flexplace and telecommuting (Asaari & Karia, 2001). This is to say, it still remains unpopular in Malaysia despite many known benefits that can be obtained from it (Ndubisi & Kahraman, 2005).

Mobile workforce is a relatively recent concept for the Malaysian workers (Hamsa *et al.*, 1997). In addition, the need for alternative work arrangement such as flexplace and telecommuting has become even more serious due to the emerging of other factors in today's Malaysian society such as transportation and travel problems, increase of oil prices, environmental concern, surge in women workforce, investment in road infrastructure, and information technology assets. Based on a survey done in a university in northern part of Malaysia, over 46.7% of top management interviewed agreed that the university has problems relating to recruitment of PhD academicians, and that flexplace and telecommuting can be an option to retain some staff. Most of the lecturers surveyed showed willingness to telecommute even if internet access in their home is not paid by the university (Wan Rozini & Haithan, 2005). Moreover, there are a few multi-national companies in the nation that have been in the process of adopting teleworking concepts such as Amway International, IBM, American Insurance of Associates (AIA), Grand soft link computers, Motorola, and Texas Instrument (Saludin *et al.*, 2013).

Working from home indicates a working day spent in the home environment (Sayers, 2005). According to Hassan and Nuruddin (2011), other terms similar to Working from Home include 'Teleworking', 'Telecommuting', 'Homeworking', and 'Working at Home'. Telecommuting refers to a flexible work arrangement in which employees

work outside the conventional workplace such as at home. They could work either part-time or full-time and interact with their managers and co-workers by using telecommunication technologies such as computer and so forth (Nilles, 1976, 1994; Bagley and Mokhtarian, 1997). Working from home or telecommuting instead of working from the central office location known as commuting, is however, not a new phenomenon.

Belanger (1999) identified two major characteristics of today's home-based workers that differentiate them from those working in the 'cottage industry' of prior centuries. The characteristics are communication links to central offices, and the knowledge necessary to participate in knowledge-based work environment. Pinnsonneault and Boisvert (2001) identified three principal components of telecommuting namely utilization of information technology, link with the organization, and the delocalization of work. Belanger (1999) and Collins (1998) essentially characterized distributed work as "simply arrangements that allow employees and their tasks to be shared across settings away from their central business location or physical organizational locale".

Flexplace and telecommuting are simply defined as working from other places which are more convenient aside from office building either part-time or full-time whereby employees can communicate with the corporate office through telecommunication and other information technologies (Nyaanga, 2014) while (Fitzer, 1997) telework refers to arrangements that allows employees to conduct their regular work somewhere other than their usual working space by using technological networks.

Telecommuting is made possible by the evolution of technology, and becomes more attractive due to today's need for organizational agility and worker flexibility. In order to create and maintain a business environment that is committed to delivering value to its stockholders, businesses must resort to technologically creative and distributed work arrangements such as telecommuting. This will not just improve the companies' image quality, but can also cut the cost of operations, and enhance organizational efficiency and effectiveness. Businesses that offer telecommuting as an alternative work arrangement stated that they have attained tremendous increases in terms of quality work, job satisfaction, moral values, and organizational commitment (Porter *at al.*, 2003). Even though job satisfaction has been determined as one of the most commonly reported outcomes of teleworking (Pinsonneault & Boisvert, 2001), the benefits and drawbacks of working remotely versus in a collocated environment are still dubitable.

A survey done by World at work (2009) showed that average office employees (commuter) work 50 hours/week including travel, but only 20 hours/week are considered productive. On the other hand, telecommuters work 45 hours/week but 40 hours of the total work hours are productive. Other studies relating to trade literature reported 20% to 40% increases in productivity. Nevertheless, such conclusions were made on the basis of self-reported statements given by telecommuters with no firm empirical evidence (Westfall, 2004). Several factors have contributed to the increased adoption of telecommuting by business organizations. First, there are an increasing number of companies that downsize their operations to save operational costs such as office space. Second, increase in the competition in the US and worldwide has led many companies to adopt flexible work schedules to better

respond to customer needs in real-time besides attracting and retaining skilled and talented employees. Third, the evolution of computer and availability of communication technologies have become increasingly affordable and cost-effective. (Knight & Westbrook, 1999)

A number of benefits from telecommuting have been documented. For example, Pinnsonneault and Boisvert (2001) asserted that telecommuting can reduce costs relating to real-estate, energy consumption, parking rental spaces, training, and recruitment. There are other additional people-related telecommuting benefits associated with organizations such as reducing absenteeism and sick leave incidents, increasing the feelings of belonging with the organization, increasing loyalty and the ability to retain best employees besides the ability to attract new and talented employees (Duxbury *et al.*, 1998). In order to respond to existing competition, businesses must by hire and retain talented employees and at the same time, offer them flexibility in terms of time, place and the ways the employees can accomplish their tasks. Businesses should recognize the ever increasing importance of maximizing not just the employees' performance, but also their creativity, autonomy, trust, and the level of quality customer service (Belanger, 1999; Pinnsonneault and Boisvert, 2001).

There is also evidence that telecommuting can lead to quicker responsiveness to customers and unexpected events, and increase organizational flexibility (Baruch, 2001; Belanger, 1999; Crandall and Gao, 2005). For example, the terrorist attack on WTC on September 11 and other natural disasters such as Hurricane Katrina have heightened general interest in telecommuting for both employees and employers to reduce business disruptions and ensure sustainability despite natural or man-made

disasters (Porter *at al.*, 2003). Thus, the need to ensure business continuity in whatever conditions and circumstances has led many organizations to adopting and implementing telecommuting program (Smith & Gardner, 2007).

There is evidence that suggests that Malaysian companies and workers acknowledge flexplace and telecommuting (Asaari & Karia, 2001; Karia & Asaari, 2003; Karia & Asaari, 2006). The findings show the implementation of flexplace and telecommuting involves a number of factors for instance government's support, infrastructure and facilities, low-cost communication which should be made widely available, allowing the placement of electronic intelligence at home via low-cost computer power, and electronic communication services which permit personal communication instead of broadcast communications. The results imply that Malaysian managers are looking forward to implementing telecommuting concept in their organizations. They argued that top management initiatives are essential for the flexplace and telecommuting adoption and implementation to enhance the performance of organization, employee, economic and environment in the long term. Another study done on the Malaysian service industry with married women workers as the respondents pointed out that work location transfer, working outstation and work satisfaction are the main drivers that influence them to adopt the teleworking concept (Karia & Asaari, 2006).

Recent studies also purport that job satisfaction, productivity, and a decrease in stress can stem from working from home because teleworking employees are proven happier than those working in the office on a regular basis. Moreover, besides employees, employers also gain many benefits from remote working employees. Previous research suggested that companies that encourage and support the concept

of working from home actually saves money in the long run. In addition, today's globalization means that, in order to increase competitiveness, the acceptance of telecommuting in Malaysia is imperative. This approach also contributes to the sustainable development for the country in accordance with Malaysian Transformation Program (Heng T.B et al., 2012).

2.4 Job sharing

Job sharing is an arrangement whereby two or more employees jointly fill one full-time job, by sharing or dividing responsibilities and working time between them. Job sharing may be a viable alternative whenever opportunities for part-time jobs or other arrangements are limited. Apart from the obvious advantage of allowing employees to spend more time for other commitments including family responsibilities, job sharing also enhance partnerships, knowledge sharing, and mutual support among job sharers. This is beneficial to employers as well since job sharing can ensure staff retention, increase WLB and combine a wider range of skills and experience in a single job (Lazar *et al.*, 2010). In a nutshell, job sharing is referred to as an arrangement that allows two employees to share their work of one full-time position, and allocate their pay and remuneration to the time worked (Shah, 2015). Job sharing generally suits best to certain demographics, for instance, career-oriented mothers. Apparently, these career-oriented mothers would like to retain their positions and keep their career from being derailed due to an extended time out of professional work.

Todd (2004) found that unsupportive managers, heavy workloads and corporate culture that promote long hours of work contribute to work-life imbalance. Edwards

et al., (2009) found that dissatisfaction with job, careers and working conditions create high stress for employees with higher education. This is because higher qualified employees would usually be given greater responsibilities and workload which could lead to a stressful life (Al Sumaiti, 2010). Previous research suggested the possibility that some employees may dissatisfy with the workloads that are not divided equally between colleagues. Thus, equal distribution of workloads should be done to improve employee satisfaction.

In addition, organizations can adopt cordial co-workers, ensure more cohesiveness between departments, encourage trust and open communication, give a lighter workload, less red tape and more training opportunities, provide better office and washing area facilities, and easier access to new technology, and so forth. Work-life balance therefore improves the productivity and eliminate job stress, in which state, employers can have control over the workload and know job demands (Yadav & Dabhade, 2014). Martins *et al.*, (2002) observed through other research that workload and working in spite of the existence of family issues can also lead to job dissatisfaction. Role overload can particularly have adverse effects on the job satisfaction in women and either sex of older people (Ahmed, 2011). Due to this matter, job sharing is the best way to help employees from being engaged in long work hours and work overload.

Nonetheless, job sharing is still uncommonly practiced in some industries. In a study done by the American Business Collaboration (2007), only 1% of respondents said that they practiced job sharing. This may be due to some misconceptions regarding the value and feasibility of job sharing for instance, the perception that job sharing costs too much, and that job sharing managers will have difficulties to manage the

employees. This research selected job sharing as one of the work-life balance dimensions because it is believed able to help parents raise their children, whereby parents can retain their positions in the family while continuing on their path professionally (Collins & Krause, 1984). Based on studies by Ng'ang'a (2010), found that the adoption of quality work-life balance practices are recommended by the international non-governmental organizations in the health sector in Kenya. The proposed work-life balance initiatives included compressed work schedules, alternative work schedules, job sharing, childcare facilities, wellness programmes and telecommuting. The study noted an increase in employee motivation and in the organizations that adopted work-life balance initiatives. These positive influences on employee productivity at the judiciary are a result of flexible working schedules. In addition, a research done by Memon *et al*, (2015) concluded that there is a positive relationship between the job sharing and work-life balance. This method is well-known and has been practiced by the international private universities and colleges in Kuala Lumpur. This is done by properly arranging the employees' daily schedules to their suitability. This method also contributes to positive outcomes such as job satisfaction, efficiency and productivity, and hence prevents any major issues in the workplace due to stress relating to employees' personal life. In addition, it paves the way for employees regardless of their gender to improve their skills by sharing their knowledge and skills through job sharing. According to Baines and Gelder (2003), there is a positive relationship between job sharing and work-life balance.

It is indubitable that job sharing gives numerous benefits not only to employers, but employees as well. For example, job sharing might allow employees with special circumstances to work part-time in order to maintain or improve their work-life

balance, such as those caring for children (with or without disabilities) and elderly parent. Striking a balance between one's work and personal life will enable him or her to conduct their tasks with a more positive mind frame, become more productive and perform well in the organization. Job sharing can also assist employees in building diversity in skills and personnel (Saleh, 2015).

2.5 Leave Policy

Previous studies have shown that when employees are happy at home, the work place automatically becomes happy and an enjoyable place to be in. Organizations are currently looking for alternatives beyond Human Resource interventions due to increasing attrition rates and demand for work-life balance. Flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programmes are some of the alternative initiatives that are treated as significant parts of the company (Ahmed, 2011).

The Ministerial Task Force on Work and Family (2002) found three broad types of work life strategies that help employees balance their work and non-work lives namely flexible work options, specialized leave policies, and dependent-care benefits. According to Kassim *et al.*, (2013). In this section, the researcher wants to explain about specialized leave policies.

Leave and vacations have been identified as crucial factors that can ensure work-life balance, based on the studies done by Esther Dizaho, Othman, (2013). Sudha, and Karthikeyan (2014) stated in his study that the policies with regard to extending parental leave and child care provision promotes a greater flexibility in employment.

Ngozi *et al.*, (2015) found a significant positive relationship between leave policy and service delivery. The findings revealed that leave policy motivates employees' ability to deliver work and service efficiently and effectively. A myriad of issues can arise among employees as a result of poor working organizational culture such as buying of work-leave of employees, inconvenient period of leave for employees and the inability of employers to keep leave policy in their employment agreement. The issues may affect both psychological and emotional wellbeing of employees which would then result in the reduction in employee performance such as poor service delivery and health-related issues.

In addition, there is a significant body of evidence provided by major UK and world-wide employers such as IBM, GlaxoSmithKline, BT, Lloyds TSB and others, which show that work-life balance policies and practices can generate many benefits to their business (see The Business Case, DTI, 2001 and A Good Practice Guide, DFEE, 2000). There are a number of advantages of special leave arrangements to employees in terms of improving staff recruitment, reducing turn-over, absenteeism and the costs associated, as well as increasing employee satisfaction and WLB (Manfredi, 2004).

Brookes researchers also carried out two studies that found that major local employers, both in the public and private sectors like the NHS Trust, Local Authorities, Oxford University, major Publishers, Rover and others, have encouraged work-life balance practices by offering enhanced maternity and paternity leaves as well as childcare services (Doherty, 2004; Manfredi, 2004).

Kamau *et al.*, (2013) who did a study work-life balance practices' effects on employee job performance at Eco Bank Kenya concluded that leave policies improve employee job performance.

Furthermore, the presence of employee assistance programmes at Eco Bank improved employee performance and attendance rates. Not only that, performance was also impacted by leave policies by reducing work-related stress. The study proposed based on evidences in the findings that an amendment of existing labour laws be made to include mandatory employee welfare programs facilitated by employers. Parental leave programmes positively influence WLB.

Organizations can also provide personal days in addition to sick leave and vacation time to the employees to meet private or family needs without getting stressed or penalized. For example, additional days should be allocated to new parents so they can be at home with their new child until they are completely prepared to return to work.

Leave is the amount of hours or days given to employees of an organization to be away from their employment position without consequences. This time off is paid by the company and employees are allowed to request the time for any reason they wish to be off work. It also gives the ability for employees to release themselves from work stress and create a healthy balance between work and family activities. This type of work-life balance helps employees to perform other duties outside work besides preserving equilibrium between work activities and life activities. There are different types of leave policy in Malaysia based on the Employment Act 1955 which are;

1. Annual Leave (Compulsory under Employee Act 1955)

Employees are entitled to annual leave of :

Table 1: *Annual Leave Entitlement*

Year in Service	Minimum Entitlement
1 st to 2 nd	8 days
3 rd to 5 th	12 days
5 th and above	16 days

The employees shall take a leave not later than 12 months, after the end of every 12 months of continuous service. This is to say, any employee who fails to take such leave at the end of such period, will have his remaining leaves terminated.

Any employee who is sick or delivering baby shall be granted the sick leave or the maternity leave. The annual leave shall be deemed to have not been taken based on the days for which sick leave or maternity leave is granted.

If the contract of service has been terminated by either party before an employee has taken the annual leave to which he is entitled, the employer shall pay the employee his ordinary rate of pay in respect of every day of such leave.

2. Sick Leave (Compulsory under Employee Act 1955)

Employees are entitled to sick leave where no hospitalization is necessary of.

3. Hospitalisation (Compulsory under Employee Act 1955)

Employees are entitled up to 60 days hospitalization.

4. Maternity Leave (Compulsory under Employee Act 1955)

A working mother is entitled for a period of not less than 60 consecutive days of maternity leave in respect of each confinement with full pay. The leave may commence before the date of confinement as medically advised. At the end of the 60 calendar days, she is normally required to return to work. There is an update referring to Malaysia's Budget 2018 which proposed the increment from 60 to 90 days for maternity leave. Any rest day or public holiday and sick leave that falls during maternity leave is counted as part of the maternity leave and will not give rise to any additional leave or payment.

5. Marriage Leave (Optional)

A properly authenticated certificate of such marriage shall be provided by the employee. This leave is normally given 3 days.

6. Paternity Leave (Optional)

A working father is eligible for paternity leave for the birth of his child which is normally 1 or 2 days.

7. Adoption Leave (Optional)

A working mother who wishes to adopt a child either from recognized adoption agency, blood related child, or step child through all the legal procedures may apply for Adoption leave which is normally 1 or 2 days.

8. Childcare Leave (Optional)

Working parents are allowed to take childcare leave to look after their sick children aged below 12 years, which is given 1 until 5 days.

9. Study / Examination Leave (Optional)

A study leave refers to a period for which an employer has released an employee from the performance of the duties to enable him or her to pursue training, study or examination.

10. Compassionate Leave (Optional)

This could be anything for example death of a member of immediate family.

11. Unpaid Leave / Leave without pay

Under exceptional circumstances like serious illness, the employee can request for such a leave through the approval by related authority. This may be given only when all other forms of leave are exhausted.

In conjunction with the Malaysia's budget in 2018 as announced on October 27, 2018 by the Prime Minister and Finance Minister, Datuk Seri Najib Tun Razak, there are additional points highlighted with regard to Leave Days for Civil Servant which are; Increase of total maternity leave from 300 to 360 days subject to a maximum of 90 days a year; Increase of special leaves for education officers from 7 to 10 days a year; Unrecorded leaves up to 7 days throughout service for umrah; and permission for women with five month of pregnancy onwards (and husband) to leave work an hour earlier, provided that both husband and wife work in same location.

Leave policy can highly motivate employees to be more efficient in performing their duties. Thus, in order to ensure the productivity of employees in an organization, the organization needs to place priority on continuous improvements to their work-life balance incentives. Besides, it is apparent that employees are motivated by the various leave policies given to them by the organization (Ngozi, 2015).

2.6 Wellbeing program

2.6.1 Social wellbeing

Social wellbeing for employees in relation to work-life balance can be defined as employees' responsibilities towards care dependent such as family commitments. For others, responsibilities such as caring for elderly parents or children during school holidays may be occasional. On a different note, there is always the possibility of unexpected life events or emergency situations that would happen to everyone such as the accident of a family member, which give rise to family responsibilities. Therefore, considering all these possible occurrences, organizations have an important duty to help out the employees and offer the best assistance to them in managing such matters.

2.6.1.1 Care dependent and family-friendly policies

There are many different types of families and these distinctions depend on many variables; there are families with or without children, one and two-parent families, blended or extended families, parents with children now living away from home, and

group households. There are other families that include those with elderly dependants or other dependants with a disability or long-term illness, those expecting or adopting children, or those with community responsibilities. The perception with regard to what a family looks like varies. Nevertheless, the basis of families relies on the fundamental aspects of emotional ties and a sense of responsibility towards other members of the family. Considering the importance of family, organizations should provide facilities such as on-site childcare, emergency carer leave or back-up childcare, childcare subsidy, dependant leave (additional sick leave), and childcare expenses in relation to work travel or school holiday programme.

Absence rates in the United States averaged 3.6 per cent in 2001. In other words, in any given week, about three and a half of every one hundred employees who usually work full time worked less than a full week, mainly because of illness or injury, other medical problems, child care or personal obligations, or family leave (Bureau of Labor Statistics, 2002).

Family-friendly programs such as childcare would give most benefit to employees as well as employers. A good example of childcare support is shown by the Star City Casino in Sydney that provides a 24-hour childcare facility and thus leads to the lowest staff turnover rate. The management believes that this type of facility has helped both staff and the organization (Australia Government Website, 2005).

The evidence on the cost-effectiveness of work-life balance and wellbeing program policies is mixed, however. Some research a link is established between reduced levels of employee turnover, the increase of employee satisfaction, commitment and productivity, and decreased rates of physical and emotional disorders associated with

imbalance work-life. For example, Glass and Riley (1998) demonstrated a positive relationship between the provision of adequate maternity leave and reduced rates of turnover among US female employees. A major study funded by the Joseph Rowntree Foundation and carried out on a nation-wide level by researchers at the university of Cambridge (Dex and Smith, 2002), concluded that:

1. Wellbeing program policies have positive effects on employee commitment.
2. Approximately nine out of every ten establishments with some experience of these policies found them cost effective.
3. Increase in performance was associated with having one or other family-friendly policy in the case of five out of six performance indicators.

Practices associated with ‘family-friendly’ provisions that may reduce stress among employed parents and caregivers are mainly maternity, paternity, parental and adoption leave, childcare and elder care supports, and options to work at home, and flexible schedules.

2.6.2 Physical and Emotional Wellness

Physical and emotional wellbeing is essential for overall human health. The wellbeing indicates the ability to realise one’s potential, cope with normal stress, work productively and contribute to the community. A combination of healthy people and healthy places promotes health and wellbeing in the workplace. Healthy people strategies aim to increase healthy knowledge, awareness and positive attitudes among workers particularly for personal development, and facilitate their active

participation in healthy behaviours. Healthy places strategies are about providing a healthy workplace environment through adequate facilities, supportive cultures and policies.

There are studies that discovered an increase of average working hours from 43 hours to 47 hours a week among people who worked full time. Needless to say, the effects of these longer hours of work include personal issues, health issues, absenteeism and a decline in job satisfaction. Sometimes, stress at work stems from excessive workload and imminent deadlines. These issues, when left unchecked, can cause minor health complications that can lead to negative effects on employee performance and attendance. An employee, for example, is more likely to take days off from work when they are stressed or unhealthy which can lead to increased costs for the organization. Moreover, having an ineffective work-life balance and working for a long time could lead to work stress.

This stress can create problems within family as well. For instance, an employee who is overloaded with work and facing stress at work will take out his or her stress and anger on their kids when they reach home. Sometimes they would also reach home in a very exhausted state, and thereafter, fall asleep on the couch while watching television. Needless to say, stress does not only affect employees' families, but also their own focuses and health. For example, an employee may be driving his or her car on the way home, and is not focusing or concentrating on the road. This circumstance is very dangerous and could lead to car accident. Moreover, employees who have long working hours and face stress at work could end up being late or absent from work the next day because of exhaustion (Al Sumaiti, 2010).

Fatigue is a context-dependent safety hazard. In some industries especially professional services, fatigue induced accidents can be inconsequential. In other industries, especially those with greater safety hazards such as heavy machinery or medicine, fatigue induced accidents are very serious. Work-life balance policies that counter against long working hours through the practices of flexible working hours and time off allow employees sufficient time for sleep and rest, and hence reduce their fatigue levels and the risks of workplace accidents.

Stress is another workplace hazard that employers and employees are explicitly required to take all reasonable steps to manage in accordance with Health and Safety in Employment Act. Work-life balance policies can be an effective way of minimising employee's stress levels, and be an important part of any stress management system. Work-life balance policies are useful tools for creating a healthy workplace and reducing an employer's liability as stated in Health and Safety section in Employment Act (Burton, 2008).

In addition, employers may provide a range of benefits related to employees' health and well-being including extended health insurance for the employee and dependents, personal days, and access to programs or services to encourage fitness and physical and mental health. Other practices may support children's education, employees' participation in volunteer work, or facilitate phased retirement. These additional practices fall outside the scope of our current paper, but can be viewed as supporting employees' health, well-being, and work-life balance (Lazar *et al.*, 2010).

2.7 Underpinning Theory

Due to the complexity and complicated nature of work life balance, there are some theories used to explain the work family relation and the diverse aspects of the relationship between work, personal and family life also have been suggested to enlighten the concept of WLB. The theories used to assist support for previous studies include Boundary theory, Role theory, Segmentation theory, Integration theory, Enrichment theory, Facilitation theory and numerous others. In this research, the following are the major theories normally discussed in many aspects of work-family research having special emphasis on WLB. Compensation theory is the fundamental theories that study four predictors as an employee and individual and its overall impact on work life balance.

2.7.1 Compensation theory

Compensation theory proposes that individuals devote more severely in one domain to make up for what is missing in the other domain (Staines & O'Connor, 1980). Its proposed that employees try to compensate for the lack of satisfaction in one domain (work or home) by trying to discover more satisfaction in the other (Lambert, 1990).

Compensation theory shows that the efforts intended at countering negative experiences in one domain through increased efforts for positive experiences in another domain. An example would be a dissatisfied employees focusing more on family than work (Edwards & Rothbard, 2000). According to Zedeck and Mosier (1990), compensation can be observed in two wide categories: supplemental and reactive. Supplemental compensation happens when positive experiences are

insufficient at work and therefore pursued at home. Reactive compensation occurs when negative work experiences are made up for in positive home experiences (Zedeck & Mosier, 1990). In other words, according to compensation theory, there is an opposite relationship between work and life, so employees try to satisfy voids from one domain with satisfactions from the other (Clark, 2000).

According to Piotrkowski (1979), men regard their homes as a sanctuary that fulfils them in a way that their working sphere could not. Compensation theory also avoids divorcing the workplace and family life, instead seeing them as part of the same environment. According to this theory, the work environment and home environment compensate each other. In other words, one can usually find fulfilment in one environment what is missing in the other. An unfulfilled individual in the workplace may be able to compensate for it by having more fulfilment at home, for instance (Young & Kleiner, 1992).

Staines and O'Connor (1980) saw compensation as a negative relationship between work and family, in the sense that a negative work experience would be associated with a positive family experience and vice versa. For example, if an employee encounters significant challenges at work because of pressures in the work environment, they may end up disengaging from their work. The employee in this example may feel disappointed in their work or their work environment, resulting in them diverting their energy towards their domestic life where they feel more compensated or acknowledged for their efforts. In the same way, an employee experiencing marital problems might spend more time and energy in the work environment where they might see the effects or usefulness of their efforts.

Another side to this theory is that it may not necessarily be a form of disengagement from one sphere as previously discussed, instead it may also be the total involvement in one sphere to the detriment of the other. Employees may end up engaging fully in their work due to their satisfaction in it to a point where it damages their family or home life. Two methods of compensation have been noted in the literature (Edwards & Rothbard, 2000). In one case, an individual may disengage from the dissatisfying domain and increase engagement in a possibly satisfying domain (Lambert, 1990). In another case, the person may face the dissatisfaction experienced in one domain by expecting or seeking benefits in the other.

The latter method of compensation can be either supplemental or reactive in nature (Zedeck & Mosier, 1990). Supplemental compensation refers to an individual who changes their search for rewarding experiences from the unsatisfactory role to a more satisfactory one. For example, individuals who are given minimum autonomy at work may end up looking for more autonomy outside of their work role. On the other hand, reactive compensation is when an individual puts in the effort to pursue an opposing experience in one role to negate the experiences in the other, such as engaging in leisure activities after a fatiguing day at work (Zedeck & Mosier, 1990).

This theory also explains the compensatory effect between work-to-family and family-to-work interferences by suggesting that whatever is missing in one sphere can be found in the other, whether they be demands or satisfactory experiences. For example, a routine and undemanding experience or role in the workplace may be compensated for by seeking a bigger role in local community activities outside of the work environment. Compensation theory holds the association between the two is bi-directional; in other words, one domain compensates for what is missing in the other.

This means that efforts are done to counterbalance negative experiences in one domain (i.e., work or family) by increased efforts to seek positive experiences in the other domain (i.e., family or work). These efforts are put in via one of two pathways; one includes increased participation in one domain (e.g., work) countered by decreased involvement in the other domain (e.g., family); while the other sees that pursuing the domain offering better rewards and fulfilment at the expense of the domain that offers little return (Edwards & Rothbard, 2000). The idea here is that the employees who are dissatisfied with family life may be better-off putting in more hours at work and, thus, enhancing their performance and vice versa (Ernst Kossek & Ozeki, 1998; Greenhaus & Beutell, 1985; Krouse & Afifi, 2007; Kumar, 2017; Lambert, 1990)

2.8 Summary

The purpose of this literature review is to provide the reader with a general overview of four factors; flexible work arrangement; job sharing; leave policy; wellbeing program that influenced work-life balance. Recently, WLB practice has become an attention to many organization, employers and employees. Within the past five years, many articles and news had been raise up WLB issues. The content of this chapter gives a detail description about flexible work arrangement, job sharing, leave policy, wellbeing program and WLB such as the definition, the importance of having a balance life between work and personal or home responsibilities, the argument of the four factors and WLB and also supported previous research on WLB and the factors that influenced it. Finally, a brief overview of connections between the four factors mentioned with WLB.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter explain the method adopted by this research. This chapter mention every component involved in conducting this research for instance the research framework, sampling techniques used, data collections and procedures, the instruments, the measurement of variables, research design, hypotheses development and operational definition.

3.2 Research Framework

Research framework was developed to provide answer to research questions. Research framework illustrates the relationship between independent variables, and the dependent variable. The independent variables for this study are flexible work arrangement, job sharing, leave policy and wellbeing program. The dependent variable is work-life balance among employees of Perkeso Kuala Lumpur. The research framework is shows in figure below:

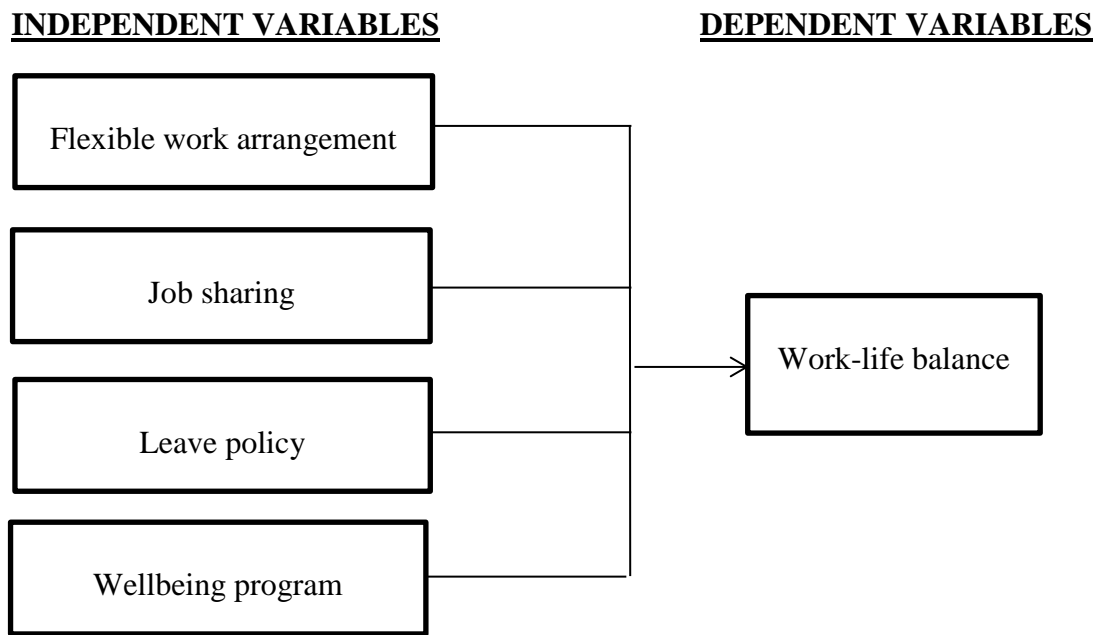


Figure 1: Research Framework

3.3 Hypotheses Development

Hypotheses 1 : There is a significant relationship between Flexible Work Arrangement and WLB.

A research carried out for the Joseph Rowntree Foundation suggests the implementation of effective work-life balance policies and flexible working hours that serve as customised solutions are the ones that work best for employees. (Staff & July, 2009).

Diane Houston and Julie Waumsley from the University of Kent drew a comparison between men and women's attitudes as well as intentions regarding flexible working and family life. The research found that the women preferred to combine work and

family life, and for both parents to work flexibly so they could share childcare and other household tasks. Men were similarly predisposed towards this preference but also showed a slight preference towards the idea of women working part-time while the men worked full-time.

A large portion of the sample agreed that they would opt for flexible work arrangement if the option was available to them. The women and those with responsibilities that involve care for another were most in favour of flexible work arrangement. The majority of both male and female samples agreed that employers and employees would benefit from a flexible work arrangement.

Hypotheses 2 : There is significant relationship between Job Sharing and WLB.

Job sharing will reduce work-family difference. Employees normally agreed on its positive effect on work-family relationship due to team work concept. Currently, both working women and men would be tired after work. Therefore if women work part time, they will save more energy and can focus on her family. Women will then have a peace of mind. On a similar note, a lot of employees suggest part-time jobs for a more comfortable family life (Gholipour *et al.*, 2010).

Hypotheses 3 : The is significant relationship between Leave Policy and WLB.

Referring to Brough (2009) observation upon parents with slight or no access to paid parental leave were more likely to return to work due to financial pressure. Negative outcomes on their personal health and wellbeing were also evident including child

attachment as well as negative effects in the work sphere such as reduced satisfaction and overall commitment. There were also fathers who faced difficulties in accessing parental or recreational leave. The study found that this affected father-child attachments which lead to increased pressure on their partners too.

Hypotheses 4 : There is significant relationship between Wellbeing Program and WLB.

Payne *et al.*, (2009) found a balance work-family among employees can access to high quality and convenient childcare along with having pre-school aged children. This results in two preferred outcomes which are lower turnover intentions and an increase in the employees' wellbeing. Meanwhile, Morrissey and Warner found that most employees agreed that they experienced reduced work-family stress and are encouraged to continue working when an employer-provided scheme to reduce childcare costs agreed is introduced (Healy, 2004).

3.4 Research Design

This study was conducted using the descriptive study design. By using descriptive research means is to gathers quantifiable data that can be used by researcher for statistical reading on target respondents through data analysis. Descriptive study enables researcher to analysed four factors or predictors that influences WLB based on the research question tested. It also guided researcher in describes the method to be followed in studying the problems.

In this research, the researcher only concentrate on four factors of WLB which is flexible work arrangement, job sharing, leave policy and wellbeing program and their relationship with WLB among employees of Perkeso Kuala Lumpur. Researcher also only focused the cause of imbalance of work life from the aspect of organizational elements. The factors may have contributed to the opinion and perception, agree and disagree of employees of Perkeso Kuala Lumpur.

Researcher collected data through numerical responses on surveys technique which is questionnaires. Questionnaire for this research was adapted from Al Sumaiti (2010) and using five Likert scale. Questionnaire been distributed within employees in Perkeso organization. Amount of questionnaire distributed is 260 copies. Information gathered in the questionnaire was resulted in clear and concise answers to the questions offered.

Selecting sample size were taken into consideration of factors such as precision and confidence, population size, time and cost constraints. Using the random stratified sampling and convenient sampling, a total of 260 respondents come from each department in Perkeso organization in order to give better mixture between factors influences WLB in order to increase the generalization of the result. Total questionnaire returned was 234 and another 26 questionnaire was considered non-response.

This quantitative research had use descriptive and correlation study. Quantitative research signifies more logical and data-led approach which provides a measure of what people think from a statistical and numerical point of view. Simple say, according to Creswell (2007), quantitative research is `explaining phenomena by

collecting numerical data that are analysed using mathematically based methods. Which in this research, researcher wants to determine the factors that influences WLB. And to gain the answer, researcher needs to collect numerical data by using questionnaires.

Researcher used correlation and regression in this study is to test hypotheses about the correlation relationships also which are the variables influences the most of WLB among employees of Perkeso Kuala Lumpur. In this case, researcher determines the values of the independent variables and sees whether variation in independent variables causes variation in dependent variable. For example, flexible work arrangement influencing or not towards WLB and among all variables, which has the strong influences towards WLB.

Since the data collected is quantitative in nature, the researcher used statistic to determine frequency, correlation coefficient and multiple regression to determine the relationship and the most influences factors between independent and dependent variable.

3.5 Operational Definition

Work-life balance is defined as an employee's ability to maintain a healthy balance between their work roles, personal responsibilities, and family life. The concept of Work -Life Balance was firstly used in the United Kingdom during the 70s (Prasad, 2013). Meanwhile in the United States, the notion began to be relevant in 1986, whereby many companies started to implement work-life balance policies

(Lockwood, 2003) mainly in response to employees' neglect of their families due to being focused on accomplishing organizations' goals.

Flexible work arrangement (FWA) is defined the ability to alter time and place by which a work gets done on a regular basis. A flexible work arrangement includes: 1. flexibility in the scheduling of hours worked such as alternative work schedules (e.g., flex time), and arrangements about staggered hours or break schedules; 2. Flexibility in the amount of hours worked; and 3. Flexibility in the place of work (flexplace or telecommuting) such as working at home or at a mobile location (Workplace Flexibility 2010, 2006).

Job sharing is the state in which two people can share a full-time job in the company. Job sharing is an option that allows individuals to work more flexibly while at the same time retaining a higher level of status, recognition and career opportunities (Hunt *et al.*, 2005). Job sharing is also known as a new and innovative method of work arrangement. This method lets two or three people share a 40-hour working week (full-time) between them. For instance one of them works 8 A.M.-12 noon and the other works 1P.M. -5 P.M. or each person works full time on a specific day. In other words, this method indicates two or more people working voluntarily to perform one job (Gholipour *et al.*, 2010).

Leave Policy is a set of rules, procedures and guidelines established by organizations in accordance with applicable federal and local laws. This policy governs the process, time frames and reporting procedures for time taken off work (Ngozi, 2015).

Leave or time off policies determine the type and amount of time that can be taken off work, the way such time will be reported and paid, and the process for requesting

time off. There are different types of leave policy in Malaysia based on Employment Act 1955. Compulsory leaves include Annual Leave, Sick Leave, Hospitalization and Maternity Leave. On the other hand, there are a few optional leaves namely Marriage Leave, Paternity Leave, Childcare Leave, Adoption Leave, Study/Examination Leave, Compassionate Leave and Paid/Unpaid Leave.

The Institute of Global Health and Wellbeing Study (2015) found that an employee's **wellbeing** is largely affected by three dimensions of wellness. These three dimensions are physical wellness, emotional wellness, and social wellness. Therefore, wellbeing program offered by organizations should be related with these three dimensions. Social wellbeing emphasizes strong relationships in life, such as providing childcare or dependent care. Physical and emotional wellbeing indicates good health and enough energy to get things done on a daily basis. Meanwhile, wellness indicates feeling positive, liking what oneself does, not being overwhelmed or overstressed, having a purpose in life, and aligning to personal and organizational values.

3.6 Data Instrument

Researcher collected data through numerical responses on surveys technique which is questionnaires. An effort to conduct survey through online survey is taken as an option. Questionnaire had been distributed within staff in Perkeso organization who's working in management. The population of working men and women in Perkeso organization at Kuala Lumpur is 735 staff but only 423 staff working in management level.

Amount of questionnaire distributed is 260 whereby 160 in hard copies and 100 through email. According to Cavana, Delahaye, and Sekaran (2001) minimum suggested sample size for 440 respondents is 205. Researcher counted all questionnaire receive even though it is more than 205 as researcher go for maximum number of sample and 205 is just a suggested minimum of sample. The reason researcher provides extra questionnaire is because to avoid lack of data and to ensure more than 205 samples be handed back because the numbers of sample is small. Total questionnaire returned was 234 and another 26 questionnaire was considered non-response.

Basically this questionnaire has divided into 6 sections and there are demographic details, WLB, Flexible work arrangement, job sharing, leave policy and wellbeing program. All items in the questionnaire was adopted from the previous study made by previous researcher which is from Al Sumaiti (2010) that covered on item in WLB and Flexible work arrangement. For item in Leave policy was adapted from Matthews and Barnes-Farrell (2010), Job Sharing was adapted from Hunt (1999) and Wellbeing program was adapted from Zheng *et al.*, (2015). In particular, researcher has done some modification to the questionnaire that suitable with the population. The questions are structured by using Likert Scale for the dependent and independent variables sections and category scale for personal detail section.

3.7 Measurement of Variables

Researcher uses Likert scale because it is frequently used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular

question or statement. A typical scale shows in table 2 below are “Strongly disagree, Disagree, Neutral, Agree, Strongly agree”

Table 2: *Table Five-Point Respondent Format*

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Section A comprised of seven (7) questions on general information of the respondents. It consisting questions regarding background and current working details. For section B until F, it consists of varies numbers of questions. Section B is about work-life balance. It measures the level of existing work-life balance practices in certain organizations and also to measure is it important for employees to have work-life balance in organization which does not implement any work-life balance program. Section C is about flexible work arrangement. Questions one (1) until five (4) is about flexitime whilst six (5) until ten (9) about telecommuting. This section practically to measure at which level employees need this factor to implemented at their organization.

Section D regarding job sharing and refer to measure the importance of job sharing in contributing towards WLB. Section E is relating to leave policy. This section concerning either leave policy offered by organizations had impact on WLB. Lastly, section F referring to wellbeing program and consist of social wellbeing which allude to dependent care and friend-family policy also physical and emotional wellbeing which refer to health and wellness. This section is to measure whether organizations provide any support for their employees regarding social and physical and emotional wellbeing.

3.8 Pilot Study

Researcher had done pilot study before proceed the entire process in this study. Researcher had used 30 employees as sample in this study and conduct the process of distributing and collecting the questionnaire one week before starting the real process of giving the questionnaire to respondents.

Reason researcher has done the pilot study is to test either the items in the questionnaire are reliable and respondents understand the questions given also can answer it without error and confusing. So, by doing reliability test on the questionnaire, it can measure whether the questions in the questionnaire are reliable or not valid to be used. The result of the test has shown below:

Table 3: *Pilot Reliability statistic for Independent & Dependent variables*

Variables	N of items	Cronbach's Alpha	Relationship
Work-life balance	10	0.702	Good
Flexible Work Arrangement	10	0.806	Good
Job Sharing	10	0.878	Good
Leave policy	10	0.747	Good
Wellbeing Program	10	0.892	Good

The value of Cronbach's Alpha shows the internal consistency that is, how closely related a set of items is as a group. According to (Brown, 2002) it can range from 0.00 to 1.00 with all values between 0.00 and 1.00 also being possible. Table 2 shows the reliability coefficient for all variables that been tested during this study. N of items is representing the number of items asked to the respondents. By referring to the table above, the reliability of the dependent variables in this research which is work life balance is acceptable due to Cronbach's Alpha value of 0.702 with 10 number of items is reliable to ask the respondents.

Next the reliability test for the Independent Variables I, is flexible work arrangement which the Cronbach Alpha is 0.806. It shows that the reliability was acceptable with 10 numbers of items reliable to ask the respondents.

For Independent Variables II, job sharing has produce results of 0.806 which is acceptable with 10 numbers of items to ask. Independent Variables III, leave policy has produce results of 0.747 which the reliability was acceptable with 10 numbers of items ask to the respondents. Lastly, the Independent Variables IV, wellbeing program has produce results of 0.892 which the reliability was acceptable with 10 numbers of items reliable to ask the respondents.

3.9 Sampling

This research was used a quota sampling. Quota sampling referred to observation of specific characteristic or potential respondents before making the selection. In this study, total population are 423 employees who worked under management category

(grade 19 and above). From the population researcher had subgroup it according to 13 departments which are Human Resource, Information Technology, Audit, Customer Service, Prevention & Promotion, Acquisition, Corporate Planning, Legislation, Integrity, Chief & Vice Chief Executive Offices, Risk Management, Operational, and Contribution.

After forming subgroup into departments, researcher identified the proportions of the subgroups which researcher distributed 20 questionnaires to each of the department that has all three levels of management. Finally, researcher selects the subjects to form a sample group which led to total of 260 respondents. From 260 questionnaires distributed, 234 returned. The amount of respondents participated in this research is 234.

Table 4 : Summary of Quota sampling techniques

	Details
Population	423 employees works in management level that ranked grade19 and above.
Subgroup	Management employees in each 13 department.
Proportion from subgroup	20 Employees in each department.
Sample group	260 employees.
Sample	234 respondents. (returned)

This study used quota sampling because the sample itself can be controlled for certain characteristics. Other than that, it is low in cost, faster and did not require of sampling frame.

3.10 Data Collection Procedures

Researcher distributes the questionnaire through staff that working under management with the help of Madam Iriyani Binti Subari who worked under Human Resources department specializes on Salary Unit.

Fortunately at Perkeso organization they are welcoming researcher to conduct the research and gives a good cooperation with researcher as previously, many students also carry out research at their organization and they get used to it.

Researcher distributes the questionnaire in two method; email and hard copy. Researcher has hand over 20 questionnaires to each of 13 departments. So, in total is 260 questionnaires distributed which 160 hard copy questionnaires given to respondents while the other 100 questionnaires have been scanned and email to the respondents who in top management due to their unavailability at work place at the time the questionnaires given.

Furthermore, it is much more easy and saved costs. After 2 weeks, researcher collected the questionnaire from the staff at the front desk while for email, most of the respondents had replied back immediately before the dateline and researcher received 84 emails and 150 copies of hard copy questionnaire which led to the total of 234 questionnaires collected.

3.11 Techniques of Data Analysis

Data analysis is considered as a crucial part of the research methodology. This is because by conducting the analysis on the data, it becomes useful information that can help the researchers to test their hypotheses.

Besides, data analysis also can help the researchers to transform the data into meaning diagrams that can give a clear explanation. The data are analysed by using IBM Statistical Package Social Science (SPSS) computer programmed. The data analysis and interpretation is arranged according to each variable.

3.11.1 Descriptive Statistic

Since the data collected is quantitative in nature, the researcher used descriptive statistic and mean as the average value of a data set. All raw data transform into a form that provide information to describe a set of factors in a situation.

Basically, descriptive statistic are used to describe the basic features in this study such as age, gender, marital status, job position, department of working and length of service. It provides the simple summaries about the data.

Descriptive statistics are used to provide analysis for data transcription errors and distribution patterns, to provide description of the basic demographic characteristics of the sample obtain from the questionnaire. Descriptive statistics are provided by frequencies, measures of central tendency and dispersion.

3.11.2 Reliability Analysis

Reliability analysis is used to testing both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set. Therefore, Cronbach's Alpha was use tested how well the items in a set are positively correlated to one another. Cronbach Alpha coefficient accepted in this test is 0.5 and above (Sekaran, et.al. 2001).

3.11.3 Correlation Analysis

This test would like to see the nature, direction and significance of the bivariate relationships of the variables used in the study. A Pearson Correlation (r) provided the information that indicated the direction, strength and significance of the bivariate relationships of all the interval or ration variables in the study. Researcher use correlation analysis as measurement method to examine the relation among two variables. Correlation coefficients is use to examine the data collected and also for hypothesis testing. The scale of the study used to describe the strength of relationship between the dependent variable and independent variables. The values from the correlation coefficient have indicated the strong point of the relationship. Below is the indicator for the strength of correlation according to (Guilford, 1953).

Table 5 : *The Strength of Correlation*

Value of correlation	Relationship between two variables
0.7 - 1.0 or -0.7—-1.0	Very high correlation
0.5—0.7 or -0.5—-0.7	High correlation
0.3—0.5 or -0.3—-0.5	Low correlation
0.0—-0.3 or 0.0—0.3	Very low correlation

3.11.4 Regression Analysis

Regression analysis is used to examine which independent variables had the strongest relationship with dependent variable. R square value close to one indicates that the model fits the data very well. However, above 0.5 has been considered significant. Beta is an attempt to make the regression coefficient more comparable.

3.12 Summary

This research is to find out if there is relationship between the four predictors; flexible work arrangement, job sharing, leave policy and wellbeing program towards WLB. According to previous research, showed proofs that all factor mentioned above has positive relationship towards WLB. In this research, researcher wants to seek an answer if all the factors also contribute to WLB in Perkeso, Malaysia. This section, also gives an explanation of each dependent and independent variables to make a better understanding for readers. Researcher uses Likert scale for this research because it is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. As usual the scale are strongly agree, agree, neutral, disagree and strongly disagree. Researcher collects the data using questionnaire adopted from previous research to ensure the reliability. Total questionnaire provided was 260 and 234 returned which exceeded the suggestion number of respondent of 205 by Cavana. Other than that, researcher also collects information from journals and using quota random sampling. Researcher distributes the questionnaire through staff that working under management with the help of Madam Iriyani who worked under Human Resources

department specialize on Salary Unit. Researcher has hand over 160 hard copy questionnaires to respondents and giving 2 weeks for respondents to answer it. Finally the data are analysed by using IBM Statistical Package Social Science (SPSS) computer programmed. The data analysis and interpretation is arranged according to each variable.



CHAPTER 4

RESULTS AND DISCUSSION

4.7 Introduction

This chapter discusses on the findings and results of the study. The data were analysed by using IBM Statistical Package Social Science (SPSS) computer programmed. There are few sections in this chapter that explained the result of the findings. Based on collected data from the survey questionnaire, the reliability test was conducted on the data. Second section, is the result of respondent demographic analysis which using the frequency analysis. The demographic data such as gender, marital status, age and years of working has been taking into analysis. Next the level of factors that influencing WLB has been analysed using descriptive analysis. A Pearson correlation coefficient analysis result has been used to access the relationship between flexible work arrangement, job sharing, leave policy and wellbeing program towards work-life balance. Finally, the result of hypotheses in this research had been explained.

4.8 Overview of Data Collected

Researcher has hand over the questionnaires to Madam Iriyani Binti Subari. She is the person in charge that responsible to distribute the questionnaire to thirteen departments at Perkeso. According to her explanation, she has distributed all 260 questionnaires to each department in Perkeso which are; Operational, Contribution,

Acquisition, Audit, Chief & Vice Chief Executive Offices, Information Technology, Prevention & Promotion, Customer Service, Corporate Planning, Integrity, Human Resources, Investment, Legislation. Total of 260 questionnaire been sent out and 2 weeks later, researcher collect the questionnaire. From 260 questionnaires distributed, only 234 returned.

4.9 Reliability Test

According to Sekaran and Bougie (2013), reliabilities 0.6 until 0.79 are said to be acceptable, and those above 0.8 are said to be good. Rendering to Bryman and Cramer, 2001; Hair *et al.*, 2010; Nunnally, 1967; Santos, 1999, Cronbach's Alpha larger than 0.7 is considered an acceptable level of internal reliability, and the values of 0.6 to 0.7 are also regarded an acceptable at the lower limit (Bryman & Cramer, 2001; Hair *et al.*, 2010; Nunnally, 1967; Santos, 1999). In addition, Cronbach's alpha value of 0.60 is also accepted in case of exploratory research (Bagozzi *et al.*, 1988).

This test is to shows that all five variables in this research can be use and has the capability to measure. Reliability analysis is to assess the measuring scale and must be consistent with the construct. The reliability of the dependent variables in this research which is work life balance is good due to Cronbach's Alpha value of 0.710 with 9 number of items is reliable to ask the respondents. Next the reliability test for the Independent Variables I, is flexible work arrangement which the Cronbach Alpha is 0.619. It shows that the reliability was acceptable with 9 numbers of items reliable to question the respondents. For Independent Variables II, job sharing has produce results of 0.618 which is acceptable with 9 numbers of items to ask. Independent Variables III, leave policy has produce results of 0.775 which the reliability was

good with 7 numbers of items ask to the respondents. Lastly, the Independent Variables IV, wellbeing program has produce results of 0.747 which the reliability was also good with 5 numbers of items reliable to ask the respondents.

Table 6 : The Reliability of IV and DV

	Cronbach's Alpha Pilot study	Cronbach's Alpha Actual study
Work-life balance (IV)	0.702	.710
Flexible work arrangement (DV)	0.806	.619
Job sharing (DV)	0.878	.618
Leave policy (DV)	0.747	.775
Wellbeing program (DV)	0.892	.747

There are slightly differences among the value of Cronbach Alpha between pilot study and actual research due to in actual research, researcher did some adjustment of the questionnaire to make it more significant with this study. Other than that, researcher also deletes the few questions to increase the value of reliability. For work-life balance, flexible work arrangement and job sharing, researcher deleted one item from the questionnaire and leaves it with nine items. While for leave policy, researcher deleted three items and left only seven questions. Finally for wellbeing program, researcher deleted five questions and leaves it with five items.

4.10 Demographic Analysis

The total respondents for this study are 234 employees among Perkeso organization. There are 109 male and 125 female. The result from the study shows that 46.6% of the sample respondents are male and 53.4% of the respondents are female. From the result, it shows that there is higher percentage of female employees compared to male.

For marital status, 142 respondents are already married that is 60.7%. On the other hand, the respondents who are still single with 82 respondents that is 35.0%. And finally, 10 respondents are divorcee which covers 4.3%. It shows that most of the respondents for this study are already married.

The highest percentage of the respondents is between 35 years to 44 years that is 66 respondents represent 31.9%. Second highest is between 25 years to 34 years with 60 respondents produce of 27.5%. This is followed by 51 respondents' age between 45 years to 54 years which covers 21.8%, 34 respondents' age 55 years old and above equal to 14.5% and finally 23 total of 24 years respondents represent 9.8%.

Job status shows the managerial level of respondent position in the organization. The higher were middle managerial level with the total of 123 respondents and 52.6% followed by lower managerial level with 67 respondents and 28.6%. Lastly is top managerial level with 44 respondents that conclude 18.8%.

Designation position shows on which management categories did respondents position falls in the organization. Three designation positions in Perkeso were CEO/BOD, Executive/Officer and Assistant/Clerical. The greater designation

positions were executive/officer level that is 126 respondents while in percentage 53.8%. Next is assistant/clerical total of 64 respondents and 27.4% and lastly is CEO/BOD with only 44 respondents and 18.8%.

Finally for department section, the higher respondent was in Acquisition, Contribution, Integrity, Risk Management, Prevention and Promotion with 19 respondents each department which cover 8.1%. Meanwhile Audit, Chief & Vice Chief Executive Offices, Corporate Planning and Information Technology with 18 respondents each department that covers 7.7%. Followed by Human Resource, Legislation and Operational which has 17 respondents separately that covers 7.3%. Finally with only 16 respondents was customer Service with 6.8%.

For years of working, basically there are five ranges of years. With higher respondents was 20 years and above which has 93 respondents with 39.7% followed by 5-10 years with 68 respondents and 29.1%. Then 15-20 years by 29 respondents that covers 12.4%, with 23 numbers of respondents is 2-5 years with total of 9.8% and finally is 10-15 years that have 21 respondents and 9.0%. Table below shows the result of frequency of demographic items in questionnaire.

Table 7 : Demographic Frequency

Demographic Aspect	Items	Frequency	Percentage (%)
Gender	Male	109	46.6%
	Female	125	53.4%
Marital Status	Married	142	60.7%
	Single	82	35%
	Divorcee	10	4.3%
Age	0-24	23	9.8%
	25-34	60	25.6%
	35-44	66	28.2%
	45-54	51	21.8%
	55 And Above	34	14.5%
Job Status	Top	44	18.8%
	Middle	123	52.6%
	Lower	67	28.6%
Designation Position	Ceo / Bod	44	18.8%
	Executive / Officer	126	53.8%
	Assistant / Clerical	64	27.4%
Department	Acquisition	19	8.1%
	Audit	18	7.7%
	Chief & Vice Chief Executive Offices	18	7.7%
	Contribution	19	8.1%
	Corporate Planning	18	7.7%
	Customer Service	16	6.8%
	Human Resource	19	8.1%
	Information Technology	17	7.3%
	Investment	18	7.7%
	Legislation	17	7.3%
	Operational	17	7.3%
	Risk Management	19	8.1%
	Prevention & Promotion	19	8.1%

4.11 Mean and Standard Deviation

The meaning of mean is average value of items while standard deviation is the average distance numbers lie from the mean. In this study, the mean for work-life balance is 3.6. It shows that WLB is helpful and important for most of the employees in Perkeso. Nevertheless, the range between minimum score and maximum score for WLB is quite big, between 2.7 and 4.6. This promote that the employees have different perspective on WLB. Leave policy and wellbeing program have the highest mean that is 4.1. But among These two, leave policy has the highest mean of 4.119. This means leave policy is the most important factor that influences WLB. Employees in Perkeso might felt that leave policy is the key of having better work-life balance. In addition, flexible work arrangement and job sharing are 3.6 and 3.9 respectively.

Table 8 : Mean and Standard Deviation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work-life balance	234	2.78	4.67	3.6453	.44672
Flexible work arrangement	234	2.89	4.33	3.6192	.37916
Job sharing	234	3.25	4.50	3.9722	.29667
Leave policy	234	3.43	4.71	4.1197	.42290
Wellbeing program	234	3.33	5.00	4.1140	.51243
Valid N (listwise)	234				

4.12 Correlation Analysis

The function of correlation analysis is to calculate the linear reliability strength within two variables. Generally, Pearson correlation is used for the analysis. The values ranged from -1 to +1. Moreover, the sign positive (+) or negative (-) show the track and strength of the relationship between two variables. If the results from the study show that -1, it indicates that there is perfect negative relationship between both variables. However, if the results from the analysis show that +1, it point out that there is a perfect positive relationship between both variables. If the result of the study is 0, it shows that there is no relationship between both variables. According to (Guilford, 1953) to interpretation on the strength of correlation, the result from the table shows that all the four independent variables have relationship with work-life balance.

The correlation value for flexible work arrangement and work-life balance is research=0.720 ($p \leq 0.01$), it means flexible work arrangement has strong positive correlation with work-life balance. The correlation value for job sharing and work-life balance is research=0.642 ($p \leq 0.01$), it means job sharing has positive high correlation with work-life balance. The correlation value for leave policy and work-life balance is research=0.502 ($p \leq 0.01$), it means leave policy has positive relationship with work-life balance. Lastly, the correlations value for wellbeing program and work-life balance is research=0.830 ($p \leq 0.01$), it means wellbeing program has strong positive relationship with work-life balance. The significance of each correlation coefficient is also displayed in the correlation table.

The Sig. (2-Tailed) value in this research is 0.001. This value is less than .05 and can be conclude that there is a statistically significant correlation between flexible work arrangement and work-life balance, job sharing and work-life balance, leave policy and work-life balance also wellbeing program and work-life balance. The Sig (2-Tailed) value also shows that the four variables are linearly related with work-life balance. This denote, increases or decreases in one variable do significantly relate to increases or decreases in others variable.

Table 9: *Correlation between IV and DV*

Correlations		Work-life Balance
	Pearson Correlation	1
	N	234
Flexible work arrangement	Pearson Correlation	.720**
	Sig. (2-tailed)	.000
	N	234
Job sharing	Pearson Correlation	.642**
	Sig. (2-tailed)	.000
	N	234
Leave Policy	Pearson Correlation	.502**
	Sig. (2-tailed)	.000
	N	234
Wellbeing program	Pearson Correlation	.830**
	Sig. (2-tailed)	.000
	N	234

**Correlation is significant at the 0.01 level (2-tailed).

4.13 Regression Analysis

Multiple regression analysis is used to analysis the relationship between independent variables (flexible work arrangement, job sharing, leave policy and wellbeing program) and dependent variable (work-life balance) presented in a model.

4.13.1 Regression Analysis on Coefficient of Determination (R Square)

Table 10 : Model Summary Research square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 ^a	.490	.482	.32165

a. Predictors: (Constant), leave policy, flexible work arrangement, wellbeing program, job sharing

Coefficient of determination (R square) is a statistical method that measures the percentage of variance in one variable that can be explained or predicted by its relationship with another variable.

Table 10 indicate that $R=0.700$, in linear regression analysis, if the R score more than 0.5, it can be consider as critical which mean the independent variables influence the dependent variable, in this study, $R=0.700$ which is greater than 0.5. Therefore, it's describes that there is relationship between independent variable and dependent variable. For the R Square value equal to 0.490. It means 49% of the four independent variables which are flexible work arrangement, job sharing, leave policy and wellbeing program has impact on dependent variable which is work-life balance. In other word, 49% of variance in work-life balance can be explained by the independent variables.

4.13.2 Regression Analysis of Coefficient

Regression analysis of coefficient test is used to test the coefficient between independent variables and dependent variable. Beta indicates which independent variable has contributed to dependent variable. If Beta=1, that means the independent variable has huge effect on dependent variable. If the significant level is below 0.05, which means the variable is significant.

Table 11 : Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.740	.607		2.866	.005
	Flexible work arrangement	.213	.189	.181	1.127	.261
	Job sharing	.070	.076	.058	.912	.363
	Leave policy	.350	.059	.307	5.881	.000
	Wellbeing programs	.436	.106	.293	4.108	.001

a. Dependent Variable: Work-life Balance

Based on the result coefficients for regression analysis, only two independent variables that have significant influence work-life balance and they are leave policy and wellbeing program. The p value for leave policy is 0.000 while wellbeing program is .001. The p values of these two independent variables are below 0.05. Therefore, they have significant influenced on work-life balance also shows the most influences factors contributed towards work-life balance among employees of Perkeso Kuala Lumpur. However, the p value for flexible work arrangement is 0.261

whereas job sharing is 0.363 and both values indicates higher than 0.05, therefore, both of it is not significant.

Moreover, the result also showed that the leave policy ($\beta = 0.307$, $p < 0.05$) and wellbeing program ($\beta = 0.293$, $p < 0.05$). This resulted that both factors are significant influence on work-life balance. Among two of the WLB factors, leave policy has high beta value at 0.307, which indicated as the most important factor in influences work-life balance. It can conclude that leave policy is the critical factor in that influence work-life balance. It means when the leave policy increase one units, it will increase 0.307 unit of work-life balance among employees of Perkeso Kuala Lumpur.



4.14 Hypotheses Testing

Hypothesis 1: There is a significant relationship between flexible work arrangement and work-life balance among employees of Perkeso Kuala Lumpur.

Result from correlation analysis shows that there is a positive relationship between flexible work arrangement and work-life balance as the Pearson correlation (r) value indicated 0.720 which shows very high correlation within flexible work arrangement and WLB among employees of Perkeso Kuala Lumpur. Therefore, the hypothesis is accepted.

Hypothesis 2: There is a significant relationship between job sharing and work-life balance among employees of Perkeso Kuala Lumpur.

The result from correlation analysis indicated there is a positive relationship between job sharing and work-life balance with the Pearson correlation value of 0.642 resulted high correlation among job sharing and WLB among employees of Perkeso Kuala Lumpur. Hence, the hypothesis is accepted.

Hypothesis 3: There is a significant relationship between leave policy and work-life balance among employees of Perkeso Kuala Lumpur.

Outcome from the correlation analysis shows a positive relationship between leave policy and work-life balance as the Pearson correlation indicated 0.502 and this shows high correlation among leave policy and WLB among employees of Perkeso Kuala Lumpur. Thus, the hypothesis is accepted.

Hypothesis 4: There is a significant relationship between wellbeing program and work-life balance among employees of Perkeso Kuala Lumpur.

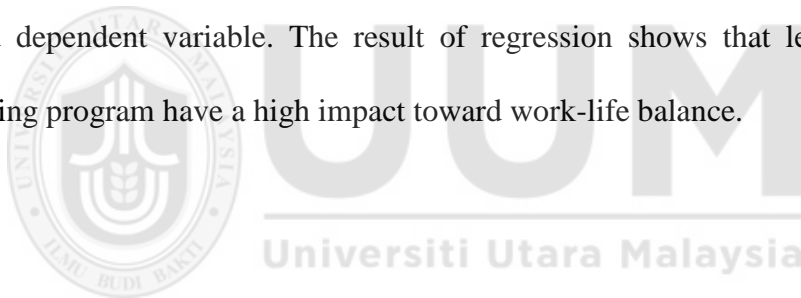
Result from the correlation analysis displays a positive relationship between wellbeing program and work-life balance as the Pearson correlation showed 0.830 indicating very high correlation among wellbeing program and WLB among employees of Perkeso Kuala Lumpur . Therefore, the hypothesis is accepted.

4.15 Summary Hypothesis Result

Hypotheses	Result
Hypothesis 1: There is a significant relationship between flexible work arrangement and work-life balance	Accepted
Hypothesis 2: There is a significant relationship between job sharing and work-life balance	Accepted
Hypothesis 3: There is a significant relationship between leave policy and work-life balance	Accepted
Hypothesis 4: There is a significant relationship between wellbeing program and work-life balance	Accepted

4.16 Summary

The results and findings of the data that has been analysed are accessible in this section. The data was collected through questionnaire from 234 employees at Perkeso Kuala Lumpur. Reliability test, descriptive statistics, frequency, mean and standard deviation was used to analyse the data. Correlation analysis was used to examine the relationship between independent variables and dependent variable. For correlation analysis, Pearson Correlation analysis was used to analysis the data. The Pearson Correlation, r value for all factors influencing WLB is above 0.5. It indicated that all the variables have positive relationship with WLB. Regression analysis was used to identify which among independent variables has the strongest influences toward dependent variable. The result of regression shows that leave policy and wellbeing program have a high impact toward work-life balance.



CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.7 Introduction

This part discussed on hypotheses result, revealing the result either meet or not with the objectives of study, the limitation of study and recommendation that already been suggested for future research.

5.8 Recapitulation

This research examines the factor that influences work-life balance in Perkeso Kuala Lumpur.

In this research, four variables of work-life balance were used which is flexible work arrangement, job sharing, leave policy and wellbeing program and their relationship with work-life balance in Perkeso. The outcomes from analysis indicated that all four variables mentioned above have positive relationship with work-life balance.

There are a total of 234 respondents who consist of 109 males (46.6%) and 125 females (53.4%). Age, marital status, job status, designation position and numbers of years working is very important to ensure that the respondent have an experience in work-life balance. All the demographic factors mentioned above had affected the results of this research. As in this research, the highest age among the respondents was 35-44 years old which is 28.2%. For marital status, the highest was 142

respondents that already married which is 60.7%. Meanwhile for job status, the uppermost was middle managerial level with the total of 123 respondents and 52.6%. Other than that, the greater designation positions were executive/officer level that is 126 respondents while in percentage 53.8%. Finally, numbers of years working, with higher respondents was 20 years and above which has 93 respondents with 39.7%. This shows that, each of demographic can affect the result of this research because each respondent had experience work-life balance differently according to their age, 35-44 years is considered that employees already matured and start to think of how important to balance between work and quality life. As for marital status, married respondents might have high commitment being as parent, husband and wife and looking forward to have good work-life balance policies at the organisation. Furthermore, middle managerial level may need to focus more on their work and be responsible as superior. Moreover, designation position can be interpreted by workload and commitment towards job, more workload, more desirable of work-life balance policies. Lastly, the length of service shows the longer you served the organisation, the more organisation trust you and this led to giving stressful or important task to you or vice versa. This can be conclude that each of the respondents have varies perspective on work-life balance depends on their demographic backgrounds.

Among all the factors that influence work-life balance, leave policy and wellbeing program, the mean value is 4.1 each with the minimum value of 3.43 and 3.33 respectively also maximum value of 4.71 and 5.00 separately. From the result, it shows that most of the respondents agreed that leave policy and wellbeing program is important factor that influences work-life balance. Mean score of 4.1 is considered

high because it is within 3.68-5.00, which is high level. In term of job sharing perspective, the mean value is 3.97. While the minimum value is 3.25 and maximum value is 4.50. It indicated that most of the employees' agree that job sharing also influence work-life balance at Perkeso. In addition, for flexible work arrangement perspective, the mean value is 3.61. The minimum value is 2.89 and the maximum value is 4.33. Mean value of flexible work arrangement is considered low if compared to the mean of others factor. However, it is considered as moderate because it is range of 2.34 – 3.67. Therefore, the Perkeso should emphasize the strength in the leave policy and wellbeing program aspect since it is still the important variables in work-life balance area.

5.9 Discussion on Research Objectives

Research objective 1: To determine the relationship between flexible work arrangement and WLB?

The result of the data shows that there is a relationship between flexible work arrangement and work-life balance because correlation analysis indicated 0.720 and it is consider as strong positive correlation relationship between the both variables. This support by Houston and Waumsley (2003), of the University of Kent which found out that the majority of male and female employees thought flexible working would be beneficial to both employers and employees and 72% of employees said they would use flexible work arrangement if they became available to them.

Therefore, the implementation of flexible work arrangement need to be continue and add some improvement to get a better work-life balance among employees' in

Perkeso. Meanwhile, the top management have to be more concern and take serious on managing WLB. This is because with the high level of flexible work arrangement implementation will enhance the satisfaction of employees' directly whilst improve organization performance indirectly. Moreover, Perkeso may choose other variables in flexible work arrangement practices other than been discussed in this research

Research Objective 2: To determine the relationship between job sharing and WLB?

The outcome of the data shows that there is a relationship between job sharing and work-life balance because Pearson correlation value is 0.642 that led to high correlation relationship between job sharing and work-life balance. This variable is one of factor that influences work-life balance at Perkeso. Based on the correlation analysis, it indicated that job sharing also have a positive correlation with work-life balance.

This findings is similar with Gholipour *et al.*, (2010) whereby, lots of employees suggest part time jobs to have a more comfortable family life and better WLB. Thus, top management need to understand the importance of job sharing and its benefit towards the organisation. Moreover, employees' in Perkeso is the people that serve the customer and clients. To makes customer and clients happy, employees' itself should be happy with their job.

Research Objective 3: To determine the relationship between leave policy and WLB?

Among four variables studied in this research, leave policy shows a lower Pearson correlation value which is 0.502 but still it has a positive relationship with work-life balance as the values is above 0.5. The outcome from the correlation analysis has shown a significant relationship between leave policy and work-life balance.

This result was supported by Fapohunda (2014), which stated that leave policy must be made where possible for, with or without pay for family emergencies and child care for women and men employees' to create a work environment free of augmentation and discrimination. Leave policy plays a critical role in any organization including Perkeso. Recently there are many issue been raised up by employees' and our government regarding leave policies such as government and government link companies servants who pregnant five month above can leave office an hour early. It shows that this kind of factor can influence work-life balance of employees' in Perkeso. Therefore, Perkeso can improve it work-life balance policies by updating their policies.

Research Objective 4: To determine the relationship between wellbeing program and WLB?

On the other hand, the last variable is wellbeing program and the result from the correlation analysis is the highest among other variables and displays a significant relationship with work-life balance as the Pearson correlation indicated 0.830.

This findings is similar with Zheng *et al.*, (2015) which mentioned that employees' ability to achieve WLB is positively related to employee health and wellbeing. In order for employees' to gain higher work-life balance, wellbeing program should be

remaining. Perkeso really care about its employees' by providing variety of wellbeing program such as religious program, safety program, education and training program also cultural program. Perkeso need to continuous coordinate their work-life balance policy to suit with its employees' development and organisation performance. After all, all variables have values that are more than 0.5, which mean all the independent variables have the positive relationship with work-life balance

5.10 Limitation of Study

In each research done by the researchers, there will be boundaries. Therefore, this research also has several limitations. The limitations can be internal and external limitations.

First, researcher faced a limitation in regards to accessibility of information. Hence, due to the organizations' work ethics, researcher could not get access to vital information since it was treated as private and confidential. The targeted respondent's number was not reached due to some employees were on leave. Furthermore, it was also difficult to reach the top level management due to their protocol procedure. Inadequate time also became a limitation.

Second, it is regarding population and sample matters. In this research, researcher has specialised on one organization in Malaysia which is Perkeso located in Kuala Lumpur. For that reason, it cannot represent all organization in Malaysia or all Perkeso employees in Malaysia. Besides, in Perkeso, there are more than 700 employees' but researcher only choose 260 sample which it is also cannot represent

all employees' in the organisation. This issue arises due to the time constrain and high costs that is needed for the research.

Lastly, instead of quantitative might use qualitative technique in order to gain an in depth information about the content of the study. Besides, in this research only four variables of the work-life balance factors were chosen. Although, there are still several factor in work-life balance can be variables. Thus, the four variables cannot fully represent the work-life balance influences.

5.11 Suggestion for Future Research

Regarding the above limitations, there are several suggestions that can be refer for future study especially the study on the relationship between factor influences work-life balance in other organisation, private, public organisation, other industry or Multi-national organisation because work-life balance is important nowadays and already being as a tool for organisation to become competitive locally and internationally. Moreover, in this research, researcher only specialised on one organisation. Besides, future researcher can choose other variables of WLB because there would be lot of factor that can be relate with. In addition, future researcher can also investigate whether work-life balance can influence organisation performance, employees' satisfaction and employees' productivity.

5.12 Recommendation

The main aim of the study is to investigate the connection between flexible work arrangement, job sharing, leave policy and wellbeing program with WLB among

employees' in Perkeso Kuala Lumpur. Founded on the results from the data analysis, researcher had proposes some recommendations.

With the intention of being successful in implementing WLB, Perkeso need to enhance all four factors in this research but stress on leave policy and wellbeing program as these two have given a high impact toward WLB. Moreover, add more factor if there any necessary according to the suitable of employees' and management methods for the organization. This is because there are many factor other than been discussed in this research that can influence work-life balance. For that reason, the manager or top management may look for suitable WLB policies and factors not only for employees' but also for organization development in the future.

5.13 Conclusion

This study was conducted to investigate the association between factors that influences WLB in Perkeso organization. The statistics was gathered by using the questionnaire. For the analysis data part, correlation and regression analysis has been adopted to analyse the statistics gathered from the respondents. Flexible work arrangement, job sharing, leave policy and a wellbeing program was selected as the variables for WLB. The result of the study indicated that employees' in Perkeso Kuala Lumpur have high level of WLB practices and four variables that had been study in this research have positive influences with WLB. Lastly, there are some recommendations being suggested by researcher for future study.

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Appendix A

Questionnaire



FACTORS INFLUENCING WORK-LIFE BALANCE: CASE STUDY IN PERKESO ORGANIZATION

What is this survey?

The Influences of Work-Life Balance on Employees Productivity Survey contains questions about which work-life balance policies are in high demand from employees to help them improve their personal and work life. Work-life balance policies can be highlights to be considered as most important for organisation to offer to their employees. The purpose of this survey is to give an indication of which factors that really contribute to work-life balance and how organisation's can assist employees in balancing their work and life responsibilities. 'Work-life balance' policies are any policies which help you meet the needs of your 'work life' and your 'personal life' effectively. As you complete the survey feel free to make any comments at the end of each section.

How long will it take?

The survey usually takes around 10 minutes to complete. Remember though, it is important to take as long as you need and please complete it during work time.

What will happen to my answer?

Your individual responses are **CONFIDENTIAL**. The information collected will be aggregated and reported in a way that is intended not to identify any individual. Survey participation is voluntary. We are interested in your opinion and current knowledge of your organisation's work-life balance policies which means there are no right or wrong answers. Survey information will be collated and presented in a generalised format for research and reporting purposes to inform and help improve the quality of work-life balance policies and practices that are available to you and your colleagues.

INSTRUCTIONS

This questionnaire have seven (6) sections :

Section A : General Informations

Section B : Work-life Balance

Section C : Flexible Work Arrangement

Section D : Job Sharing

Section E : Leave Policy

Section F : Wellbeing programs

If you have any concerns about this survey, please contact : UUMKL

SECTION A : GENERAL INFORMATION

Please tick (✓) on the appropriate answer to each question or type in your answer where required

1	Gender :	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
2	Marital Status :	Married	<input type="checkbox"/>	Single	<input type="checkbox"/>
				Divorcee	<input type="checkbox"/>
3	Age :	0-24	<input type="checkbox"/>	25-34	<input type="checkbox"/>
				35-44	<input type="checkbox"/>
		45-54	<input type="checkbox"/>	55 and above	<input type="checkbox"/>
4	Job Status :	Top	<input type="checkbox"/>	Middle	<input type="checkbox"/>
				Lower	<input type="checkbox"/>
5	Designation / Position :	Ceo / Bod	<input type="checkbox"/>	Exec / Officer	<input type="checkbox"/>
				Assistant / Clerical	<input type="checkbox"/>
6	Department :	Acquisition	<input type="checkbox"/>	Audit	<input type="checkbox"/>
				Chief & Vice Chief Executive Offices	<input type="checkbox"/>
		Contribution	<input type="checkbox"/>	Corporate Planning	<input type="checkbox"/>
				Customer Service	<input type="checkbox"/>
		Operational	<input type="checkbox"/>	Human Resource	<input type="checkbox"/>
				Information Technology	<input type="checkbox"/>
		Integrity	<input type="checkbox"/>	Legislation	<input type="checkbox"/>
				Prevention & Promotion	<input type="checkbox"/>
		Risk Management	<input type="checkbox"/>		
7	Length of service	0 - 1 year	<input type="checkbox"/>	2 - 5 years	<input type="checkbox"/>
		5 - 10 years	<input type="checkbox"/>	10 - 15 years	<input type="checkbox"/>
		15 - 20 years	<input type="checkbox"/>	20 years and above	<input type="checkbox"/>

SECTION B : WORK LIFE BALANCE						
Please tick (✓) on the appropriate answer to each question.		1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1	In my organization specific WLB policy has been established documented.					
2	Various unique programmes are offered by the organization to the employees for maintaining WLB.					
3	All the employees are aware of the WLB policies created in the organisation.					
4	It is often difficult to tell where my work life ends and my family life begins.					
5	I have concerns that my personal and home responsibilities are being neglected.					
6	I always miss out any quality time with family and friends because of pressure of work.					
7	I often think and worry about work (when I am not actually at work)					
8	I want to segregate both my professional and personal life without any conflicts.					
9	I want to have effective Work life balance to make me to stay healthy.					
10	I hope that quality of work increases with right Work life balance.					

SECTION C : FLEXIBLE WORK ARRANGEMENT						
Please tick (✓) on the appropriate answer to each question.		1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1	I can choose flexible working schedule (arrival and departure time).					
2	It is difficult for me to adopt flexible work arrangement because of lack of support from my supervisor.					
3	Opportunity to negotiate part-time work for fulltime employees allows employees to work parttime if a family situation changes dramatically.					
4	Self-rostering and/or staggered start and finish times (picking your own start and finish times and/or days as long as you work an agreed number of hours.					
5	Time off in lieu, rostered days off (allows employees to take time off for overtime they worked, instead of payment.					
6	I can use telecommuting (having the flexibility to work from home using a computer)					
7	I will be effective in performing my job from my designated telework location					
8	I can use Video conferencing (to attend meeting)					
9	I am self-directed and comfortable working without close supervision					
10	Working from home will help me to establish a better work-life balance					

SECTION C : JOB SHARING						
Please tick (✓) on the appropriate answer to each question.		1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1	I usually recommend job sharing as a good alternative to my friends.					
2	When two partners put their minds together; the problems are solved more easily.					
3	Job sharing provides the opportunity to make balance between working life and personal life.					
4	Job sharing provides the opportunity to share knowledge with your partner.					
5	In job sharing there is more commitment.					
6	Job sharing can affect my ability to line manage effectively					
7	Job sharing provides me multiple solutions to problems					
8	For me, job sharing opens up the road to creativity and innovation					
9	Managing a job by two people is very difficult					
10	The quality of the services in job sharing is lower					

SECTION C : LEAVE POLICY						
Please tick (✓) on the appropriate answer to each question.		1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1	My organization give me leave to care and support my dependents.					
2	I can take leave for a family emergency.					
3	I can take unpaid maternity/paternity leave.					
4	I can take paid maternity leave / paternity leave.					
5	I can take leave to pick up child from daycare/school.					
6	Pre-natal leave : Time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave.					
7	Staggered return to work after pregnancy : Allows employees to negotiate a temporary reduction in hours of work when they return to work)					
8	My organization allows employees to take a minimum leave of 2 days after the death of a family or household member.					
9	Pooling of leave entitlements : Allow employees to pool all leave entitlements (i.e. sick leave, carer's leave etc.) giving employees a larger number of days if they need it for family reasons.					
10	Cultural/religious leave : My organization allows employees to take time off for cultural/religious reasons; public holidays excluded.					

SECTION D : WELLBEING PROGRAM						
Please tick (√) on the appropriate answer to each question.		1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1	I am taking care of aged parent(s)/in law(s).					
2	My organization provides an insurance cover for family and dependents.					
3	Employer assistance with childcare (e.g. employers paying for or reserving places in an existing or on-site child care centre.					
4	I can bring children to work in emergencies (e.g. provision of a safe location where staff can carry out their regular work duties while caring for dependents until other arrangements can be made).					
5	Parenting or family support program (the organisation provides a formal educational program on parenting.					
6	Exercise facilities: the organisation provides on site or subsidises exercise facilities/gym membership.					
7	Health programs : Provide program or seminar such as Quit Smoking programs, flu vaccinations on site, Dietary Advice programs.					
8	I am happy with my current mental and emotional wellbeing.					
9	I have frequent headaches and/or stomach aches.					
10	I sleep less than 8 hours per night on a regular basis.					

Appendix B

Frequencies

Statistics

Gender

N	Valid	234
	Missing	0

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	109	46.6	46.6	46.6
Female	125	53.4	53.4	100.0
Total	234	100.0	100.0	

Statistics

MaritalStatus

N	Valid	234
	Missing	0

MaritalStatus

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	142	60.7	60.7	60.7
Single	82	35.0	35.0	95.7
Divorcee	10	4.3	4.3	100.0
Total	234	100.0	100.0	

Statistics

Age

N	Valid	234
	Missing	0

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-24	23	9.8	9.8
	25-34	60	25.6	35.5
	35-44	66	28.2	63.7
	45-54	51	21.8	85.5
	55 and above	34	14.5	100.0
	Total	234	100.0	100.0

Statistics

JobStatus

N	Valid	234
	Missing	0

JobStatus				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top	44	18.8	18.8
	Middle	123	52.6	71.4
	Lower	67	28.6	100.0
	Total	234	100.0	100.0

Statistics

DesignationPosition

N	Valid	234
	Missing	0

DesignationPosition				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ceo/Bod	44	18.8	18.8
	Exec/Officer	126	53.8	72.6
	Asisstant/Clerical	64	27.4	100.0
	Total	234	100.0	100.0

Statistics

Department

N	Valid	234
	Missing	0

Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Acquisition	15	6.4	6.4	6.4
Audit	15	6.4	6.4	12.8
Chief & Vice Chief Executive Offices	15	6.4	6.4	19.2
Contribution	16	6.8	6.8	26.1
Corporate Planning	10	4.3	4.3	30.3
Customer Service	13	5.6	5.6	35.9
Integrity	10	4.3	4.3	40.2
HR	10	4.3	4.3	44.4
IT	14	6.0	6.0	50.4
Investment	10	4.3	4.3	54.7
Legislation	10	4.3	4.3	59.0
Naziran	13	5.6	5.6	64.5
Operational	17	7.3	7.3	71.8
Risk Management	10	4.3	4.3	76.1
Prevention & Promotion	14	6.0	6.0	82.1
Treasury	14	6.0	6.0	88.0
Transformation	9	3.8	3.8	91.9
Property Management	10	4.3	4.3	96.2
Internal Management Service	9	3.8	3.8	100.0
Total	234	100.0	100.0	

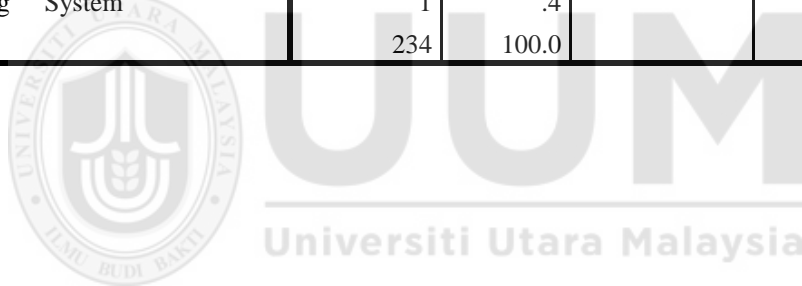
Statistics

NoYearsofWorking

N	Valid	233
	Missing	1

NoYearsofWorking

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-5 years	23	9.8	9.9
	5-10 years	67	28.6	38.6
	10-15 years	21	9.0	47.6
	15-20 years	29	12.4	60.1
	20 years and above	93	39.7	100.0
	Total	233	99.6	100.0
Missing	System	1	.4	
Total		234	100.0	



Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work life balance	234	2.78	4.67	3.6453	.44672
Flexible working arrangement	234	2.89	4.33	3.6192	.37916
Job sharing	234	3.25	4.50	3.9722	.29667
Leave policy	234	3.43	4.71	4.1197	.42290
Wellbeing program	234	3.33	5.00	4.1140	.51243
Valid N (listwise)	234				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work life balance	234	2.78	4.67	3.6453	.44672
Job sharing	234	2.89	4.50	3.6364	.39024
Valid N (listwise)	234				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work life balance	234	2.78	4.67	3.6453	.44672
Leave Policy	234	3.50	4.67	4.1474	.39275
Valid N (listwise)	234				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work life balance	234	2.78	4.67	3.6453	.44672
Wellbeing programs	234	2.89	4.67	3.6496	.40662
Valid N (listwise)	234				

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.710	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
In my organization specific WLB policy has been established documented.	29.79	14.044	.260	.707
Various unique programmes are offered by the organization to the employees for maintaining WLB.	28.62	14.761	.411	.693
It is often difficult to tell where my work life ends and my family life begins.	29.29	13.479	.349	.691
I have concerns that my personal and home responsibilities are being neglected.	29.59	12.225	.449	.672
I always miss out any quality time with family and friends because of pressure of work.	29.94	13.709	.328	.695
I often think and worry about work (when I am not actually at work)	30.01	8.481	.666	.620
I want to segregate both my professional and personal life without any conflicts.	28.30	14.023	.504	.678
I want to have Effective Work life balance to make me to stay healthy.	27.94	15.117	.347	.701
I hope that quality of work increases with right Work life balance.	28.96	13.273	.409	.681

Reliability Statistics

Cronbach's Alpha	N of Items
.619	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I can choose flexible working schedule (arrival and departure time).	24.50	11.436	.629	.546
Opportunity to negotiate part-time work for fulltime employees allows employees to work parttime if a family situation changes dramatically.	25.06	14.125	-.182	.646
Self-rostering and/or staggered start and finish times (picking your own start and finish times and/or days as long as you work an agreed number of hours.	27.56	14.196	-.164	.677
Time off in lieu, rostered days off (allows employees to take time off for overtime they worked, instead of payment.	27.34	13.205	.021	.648
I can use telecommuting (having the flexibility to work from home using a computer)	26.10	13.007	.014	.660
I will be effective in performing my job from my designated telework location	24.82	9.490	.548	.512
I can use Video conferencing (to attend meeting)	25.31	8.360	.722	.442
I am self-directed and comfortable working without close supervision	25.06	10.378	.497	.537
Working from home will help me to establish a better work-life balance	26.01	8.725	.515	.517

Reliability Statistics

Cronbach's Alpha	N of Items
.618	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
when two partners put their minds together; the problems are solved more easily.	28.11	9.739	.323	.594
job sharing provides the opportunity to make balance between working life and personal life.	27.76	10.687	.505	.542
job sharing provides the opportunity to share knowledge with your partner.	26.76	11.101	.486	.553
in job sharing there is more commitment.	27.24	10.859	.303	.590
job sharing can affect my ability to line manage effectively	27.77	12.504	.272	.601
job sharing provides me multiple solutions to problems	27.42	11.267	.374	.573
For me, job sharing opens up the road to creativity and innovation	26.60	12.747	.205	.611
managing a job by two people is very difficult	28.94	10.769	.452	.553
the quality of the services in job sharing is lower	29.00	12.446	.023	.676

Reliability Statistics

Cronbach's Alpha	N of Items
.775	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I can take leave for a family emergency.	22.44	10.427	.717	.697
I can take unpaid maternity/paternity leave.	23.13	11.614	.660	.718
I can take paid maternity leave / paternity leave.	22.29	12.930	.397	.765
I can take leave to pick up child from daycare/school.	22.98	9.772	.548	.748
Pre-natal leave : Time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave.	22.69	14.042	.459	.767
Pooling of leave entitlements : Allow employees to pool all leave entitlements (i.e. sick leave, carer's leave etc.) giving employees a larger number of days if they need it for family reasons.	23.08	12.209	.387	.771
Cultural/religious leave : My organization allows employees to take time off for cultural/religious reasons; public holidays excluded.	22.32	12.234	.477	.751

Reliability Statistics

Cronbach's Alpha	N of Items
.747	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My organization provide an insurance cover for family and dependents.	15.89	6.803	.170	.789
Employer assistance with childcare (e.g. employers paying for or reserving places in an existing or on-site child care centre.	16.68	3.935	.768	.589
I can bringing children to work in emergencies (e.g. provision of a safe location where staff can carry out their regular work duties while caring for dependents until other arrangements can be made).	17.45	2.918	.887	.515
Parenting or family support program (the organisation provides a formal educational program on parenting.	16.80	4.135	.674	.634
Exercise facilities : the organisation provides on site or subsidises exercise facilities/gym membership.	15.61	7.407	.000	.797

Reliability Statistics

Cronbach's Alpha	N of Items
.897	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work-life balance	15.8250	1.357	.620	.672
Flexible working arrangement	15.8511	1.497	.605	.684
Job sharing	15.4981	1.896	.268	.781
Leave policy	15.3507	1.422	.597	.682
Wellbeing program	15.3564	1.308	.539	.711

Reliability Statistics

Cronbach's Alpha	N of Items
.759	2

Item Statistics

	Mean	Std. Deviation	N
Work life balance	3.6453	.44672	234
Flexible working arrangement	3.6192	.37916	234

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work life balance	3.6192	.144	.620	.
Flexible working arrangement	3.6453	.200	.620	.

Reliability Statistics

Cronbach's Alpha	N of Items
.778	2

Item Statistics

	Mean	Std. Deviation	N
Work life balance	3.6453	.44672	234
Job sharing	3.6364	.39024	234

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work life balance	3.6364	.152	.642	.
Job sharing	3.6453	.200	.642	.

Reliability Statistics

Cronbach's Alpha	N of Items
.665	2

Item Statistics

	Mean	Std. Deviation	N
Work life balance	3.6453	.44672	234
Leave Policy	4.1474	.39275	234

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work life balance	4.1474	.154	.502	.
Leave Policy	3.6453	.200	.502	.

Reliability Statistics

Cronbach's Alpha	N of Items
.771	2

Item Statistics

	Mean	Std. Deviation	N
Work life balance	3.6453	.44672	234
Wellbeing programs	3.6496	.40662	234

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work life balance	3.6496	.165	.630	.
Wellbeing programs	3.6453	.200	.630	.



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Correlations

Correlation (Work-life Balance and Flexible Working Arrangement)

Correlations		Work-life Balance	Flexible working arrangement
Work-life Balance	Pearson Correlation	1	.720
	Sig. (2-tailed)		.000
	N	234	234
Flexible working arrangement	Pearson Correlation	.720**	1
	Sig. (2-tailed)	.000	
	N	234	234

**, Correlation is significant at the 0.01 level (2-tailed).

Correlation (Work-life Balance and Job Sharing)

Correlations		Work-life Balance	Job sharing
Work-life Balance	Pearson Correlation	1	.642**
	Sig. (2-tailed)		.000
	N	234	234
Job sharing	Pearson Correlation	.642**	1
	Sig. (2-tailed)	.000	
	N	234	234

**, Correlation is significant at the 0.01 level (2-tailed).

Correlation (Work-life Balance and Leave Policy)

Correlations		Work-life Balance	Leave Policy
Work-life Balance	Pearson Correlation	1	.502**
	Sig. (2-tailed)		.000
	N	234	234
Leave Policy	Pearson Correlation	.502**	1
	Sig. (2-tailed)	.000	
	N	234	234

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation (Work-life Balance and Wellbeing Programs)

Correlations		Work-life Balance	Wellbeing programs
Work-life Balance	Pearson Correlation	1	.830**
	Sig. (2-tailed)		.000
	N	234	234
Wellbeing programs	Pearson Correlation	.830**	1
	Sig. (2-tailed)	.000	
	N	234	234

** . Correlation is significant at the 0.01 level (2-tailed).

Regression

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.806	4	5.702	55.109	.000 ^b
	Residual	23.692	229	.103		
	Total	46.498	233			

a. Dependent Variable: WLB

b. Predictors: (Constant), leave policy, flexible work arrangement, wellbeing program, job sharing



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